

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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D 8523 B

Military power behind the Marcos throne, Page 2

Aden	Sch 16	Indonesia	Rp 2500	Portugal	Esc 80
Algeria	Dz 9 550	Italy	L 1300	S. Africa	R 8 00
Argentina	P 16 40	Japan	Y 150	Singapore	S\$ 4 10
Australia	A\$ 1 50	Korea	W 500	Spain	P 110
Canada	C\$ 1 00	Malaysia	RM 2 00	Switzerland	Sfr 2 20
Denmark	Dkr 7 25	Netherlands	Fl 4 25	Taiwan	N\$ 5 55
Egypt	E£ 1 00	Norway	Nkr 6 00	Thailand	B 6 00
France	Fr 6 50	Philippines	P 20 00	Turkey	L 1 20
Germany	DM 2 20	Saudi Arabia	R 2 50	U.A.E.	Dh 6 50
Greece	Dr 12 12	Sweden	Skr 6 50	U.S.A.	\$ 1 00
Hong Kong	Hk\$ 15	Switzerland	Sfr 2 20		
India	Rs 15	Taiwan	N\$ 5 55		

World news

Assam's new leader chosen

Law student Prafulla Kumar Mahanta, 32, a Hindu, was chosen by the Assam People's Front to be Chief Minister of the state. He said he would carry out an agreement with the federal government for the deportation of immigrants, mostly Muslims from Bangladesh.

Mr Mahanta will head a young cabinet with no previous experience of government.

Prime Minister Rajiv Gandhi said the result of last week's election in Assam - in which his Congress Party was defeated by a party founded only three months ago by student leaders - was a setback.

Arms 'violations'

A secret presidential report to the US Congress alleges new violations of arms-control treaties by the Soviet Union which could yield military gains to Moscow, the New York Times reported.

Canadian threat

Canadian business leaders launched a campaign to persuade the Government and public of the threat posed by the swollen federal budget deficit to the country's economic prospects. Page 2

Fire controlled

Firemen in Naples contained a huge fire which broke out at one of Italy's largest oil storage depots after an explosion which killed at least three people.

Basques protest

Thousands of Basque nationalists demonstrated in Pamplona, northern Spain, in protest at the death of a Basque who disappeared while in civil guard custody.

Bonner denial

Yelena Bonner, wife of Soviet dissident Andrei Sakharov, denied that her weekend comments at a symposium that the Soviet Union should allow all Jews to join their families abroad violated her pledge not to talk to reporters while in the West.

Zia speculation

President Zia-ul-Haq called for a joint session of Pakistan's National Assembly and Senate, fuelling speculation that he might announce an end to more than eight years of martial law.

US aid forecast

US aid for anti-Communist rebels in Angola could resume within weeks as State Department resistance to involvement in the bush war crumbles under a conservative assault, Congressional and Administration sources said.

Uganda peace move

A five-man Kenyan military team arrived in Uganda to help monitor a cease-fire between the Uganda Army and the rebel National Resistance Army.

Pull-out deadline

Mali gave Burkina Faso (formerly Upper Volta) a week to withdraw troops and census-takers it sent into a disputed border area last week. Burkina Faso said it would defend itself if necessary.

Fir sales ban

Street-corner Christmas tree vendors and anyone buying from them would be prosecuted, the Addis Ababa, Ethiopia, city council warned in a move to curb deforestation and drought. The council said the fir trees could be legally bought from government-controlled centres.

Swedish victory

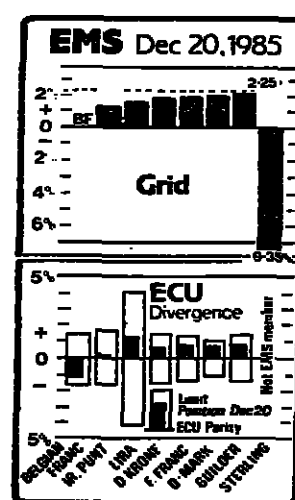
Sweden retained the Davis Cup by beating West Germany 3-2. Steffen Edberg defeated Michael Westphal 3-6, 7-5, 6-4, 6-3 in the deciding singles.

Business summary

BL will keep stake in floated Unipart

UNIPART, the spare parts distribution business within Britain's state-owned BL motor vehicle group, is to be sold within six months to a consortium of financial institutions, but BL will retain a substantial minority shareholding. Page 16

EUROPEAN Monetary System: The Belgian franc came under renewed pressure in the EMS last week and the Belgian central bank reacted by



increasing the discount rate to 9% per cent from 8% per cent. Earlier, the central bank had spent the equivalent of BEF 2.5bn in support of the franc. Although still within its divergence limit, the Belgian franc was pushed weaker as funds switched out of the US dollar and into the D-Mark, thus putting further strains on the weaker members and increasing speculation about a currency realignment. So far there has been a marked reluctance to take such a course before next year's general election in France.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2% per cent.

The lower chart gives each country's divergence from its 'central' against the European Currency Unit (ECU), itself a basket of European currencies.

TOKYO share prices fell in light trading on Saturday. The Nikkei average closed 48,301 down at 12,982.79. Leading Prices, Page 29

HUNGARY's economic plan for 1986 calls for an increase in the national income, a measure roughly equal to gross national product, of 2.5 and 2.7 per cent, the official MTI news agency reported.

VENEZUELAN private sector is likely to receive about \$6.5bn in foreign debt at a preferential rate by the year-end deadline for appropriate funds. Page 19

TEXTILES: European Commission proposed that Multi-Fibre Arrangement should be extended for a minimum of four years when it expires at the end of July. Page 16

MANVILLE, US company forced into bankruptcy by asbestos-related health claims, has reached agreement on the establishment of a trust fund which could pay up to \$2.5bn to asbestos victims during the next 25 years. Page 19

UNION CARBIDE, US chemical company being sued over fatal gas leak at its plant in Bhopal, India, claimed in court papers lodged in New York that it had little control over either the design or operation of the plant. Page 2

JAPAN LINES, financially strapped tanker operator and the world's second biggest after Sanko Steamship, is to be asked by the Tokyo stock exchange to give a detailed explanation of its drastic restructuring programme announced last week. Page 19

GENERAL MILLS, US food group which last month spun off its toy and fashion business to shareholders, reported a fall in net profits to \$46m for the second quarter to November 24, against a restated \$55.6m. Page 19

Westland chairman doubts work pledge in European offer

BY PETER RIDDELL, POLITICAL EDITOR, IN LONDON

SIR JOHN CUCKNEY, chairman of Westland, Britain's only helicopter producer, yesterday questioned the promises of future work offered in the rescue package for his company put forward by a European consortium of five aerospace groups.

He also repeated his strong criticism of the behaviour of Britain's Ministry of Defence.

Sir John's remarks were made on BBC radio ahead of Westland's board meeting today to consider the European offer. Attempts were also being made in London to lower the political temperature between the company and the Government, which has been increasingly angered by the company's refusal to accept a recommendation or a revision. Sir John said.

Sir John also queried a number of the undertakings about future work made by the European consortium, noting that commitments had been made without any guarantee. He said there was some inconsistency between what the British Defence Ministry was now offering in relation to orders for Westland's Sea King helicopters and previous remarks which, he said, was "an interesting development in a commercial private sector situation."

He also attacked the threat by Aerospaciale to withdraw subcontracting work from Westland if the Sikorsky-Fiat deal went through. He said there was a contractual obligation and did not think the French threat would go down well with the workforce, adding: "I personally dislike bullying, whether ministerial or foreign."

The main ministerial protagonists, Mr Leon Brittan, the Trade

would depend on "advice from its financial advisers, the deliberations of the board and when we have got clarification of the outstanding points." By the time of the extraordinary general meeting on January 14, however, there would be "a recommendation from the board, either reaffirmation of our present recommendation or a revision," Sir John said.

Interviewed on the same programme as Sir John, Mr Brittan - who supports the Fiat-Sikorsky rescue offer - twice linked Mrs Thatcher with himself in arguing that the decision was one for the company to reach. He denied a weekend press report that he had changed his own mind.

Mr Heseltine's allies are now confident that they have regained the initiative, and he has strengthened his position, following the publication of what they saw as the more attractive European offer. MPs with defence interests were quick to seize on a report of involvement by

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Editorial comment, Page 14

'Coup plotters' named as Lagos arrests over 300

BY MICHAEL HOLMAN, AFRICA EDITOR, IN LONDON

ARRESTS in the wake of Nigeria's failed coup attempt have exceeded 300 as the military Government of President Ibrahim Babangida continued to round up suspects in the armed forces over the weekend.

As further evidence of the plot emerged, together with the names of alleged ringleaders, it became clear that forces loyal to the President detected a widespread conspiracy which, had it succeeded, would almost certainly have led to a bloody conflict between opposing factions in the army.

Sources close to the Government yesterday described the plotters as a group of aggrieved officers whose motives stemmed from a combination of loyalty to the former head of state, General Muhammadu Buhari, deposed in a coup last August, resentment at what they saw as favouritism in the appointment to senior posts of a group of young officers close to President Babangida, and personal ambitions.

The plotters intended to assassinate President Babangida last Thursday, say the sources. It was preempted when arrests across the country began on Tuesday of that week.

The plotters believed they had an opportunity to capitalise on the widespread opposition to the terms for an agreement with the International Monetary Fund (IMF) for a \$2.4bn loan. Labour and student groups had been planning anti-IMF strikes, and the plotters intended to intervene on the pretext of restoring stability to the country.

Opposition to a Fund agreement emerged in the course of a national debate initiated soon after President Babangida took office in August. But after consultations with the post-presidential advisory committee, General Babangida announced last month that Nigeria would seek a solution to its economic difficulties without assistance from the IMF.

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Big loss on oil speculation for another Austrian state group

BY PATRICK BLUM IN VIENNA

THE Austrian Government has been shaken by the disclosure that another state-owned company has made substantial losses despite recent speculative oil deals despite recent government orders expressly forbidding state companies from speculating on the oil market.

Chancellor Fred Sinowatz hastily returned to Vienna on Saturday from Carinthia where he was to spend his Christmas holiday to hold an emergency Cabinet meeting after revelations that Merx, a trading subsidiary of the state-owned chemicals group Chemie Linz, had lost \$50m (\$31m) since the end of November through speculation on the international oil market. Officials say that the losses were the result of speculation on oil futures and in physical oil.

The new crisis came less than three weeks after the announcement that Voest-Alpine would have a deficit on Sch 3.7bn including a \$2.4bn loss at Voest-Alpine Intertrading, its trading subsidiary, after similar disastrous oil speculation.

Two executive directors of Merx have been sacked and the board of

Chemie Linz is to meet today to assess the damage. As in the case of Voest-Alpine, news of Merx's deficit emerged bit by bit rising from projected losses of about Sch 90m then Sch 300m and finally Sch 500m. Mr Ferdinand Lechner, the minister responsible for the nationalised industries, appears to have been left in the dark until the last moment.

Officials say that Merx appears to have intensified its oil transactions shortly after the disclosures about Voest-Alpine Intertrading. It highlights the Government's continued failure to control effectively the activities of state-owned companies.

Voest-Alpine's crisis shocked public opinion and damaged the Government's standing. According to a poll published at the weekend by the Institut für Markt und Sozialanalysen, the conservative opposition People's Party leads the ruling Socialists for the first time for more than a year with support from 43.7 per cent of those polled, against 43.2 per cent for the Socialists. The small right-wing Freedom Party, in coalition with the Socialists, received only 3.8 per cent of the vote and the Greens 4.8 per cent.

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Winnie Mandela seized in Soweto

By Jim Jones in Johannesburg

POLICE yesterday arrested Mrs Winnie Mandela, the wife of the imprisoned black South African leader, Mr Nelson Mandela, after she had refused to comply with an order banning her from Johannesburg and the black township of Soweto.

The arrest has brought to a head the growing confrontation between Mrs Mandela, who has become a powerful voice in her own right for the banned African National Congress (ANC) led by her jailed husband, and the Government, which has been increasingly angered by her denunciations of apartheid.

The Government will now have to choose between pressing charges against Mrs Mandela and risk both a violent reaction in the country's troubled black townships as well as condemnation from Western governments, or let her go free to continue what has become a campaign of civil disobedience.

Should Mrs Mandela be jailed, it could have serious consequences for the Government's efforts to reschedule part of the country's \$24bn foreign debt. Creditor banks are understood to have made it clear that their response depends in part on progress towards political reform in the country, and any action against Mrs Mandela would be seen as a setback.

Police said yesterday that Mrs Mandela was being detained at a police station at Krugersdorp, near Johannesburg, and was likely to appear in court "within the next two or three days."

Mrs Mandela's arrest followed the relaxation of a banning order which for the past eight years had confined her to the remote Orange Free State town of Brandfort. Following a petrol bomb attack on her home earlier this year, Mrs Mandela broke the order and left Brandfort for Johannesburg, where she has played an increasingly active political role.

On Saturday, Mr Louis le Grange, Minister of Law and Order, amended her banning order and allowed her legally to leave Brandfort. The relaxation, however, was accompanied by an order excluding her from the Johannesburg and Randburg metropolitan districts, which include Soweto.

On Saturday afternoon, police forcibly evicted Mrs Mandela from her Soweto home, and took her to a hotel outside Johannesburg. But she defied the order and returned to Soweto. Yesterday morning police dragged her shouting and protesting from her home.

There has been widespread speculation that Mrs Mandela's arrest was part of a move to force her to accept a deal with the Government to reschedule part of the country's \$24bn foreign debt. Creditor banks are understood to have made it clear that their response depends in part on progress towards political reform in the country, and any action against Mrs Mandela would be seen as a setback.

One hope now is that a way can be found for the IMF to have just enough say in Brazilian affairs to

Brazil may resume links with IMF

BY PETER MONTAGNON IN LONDON

BRAZIL has given a strong hint to its commercial bank creditors that it may be prepared to reconsider its refusal to deal with the International Monetary Fund.

It has told creditors it will deliver details of its new economic programme to the IMF before the end of the year. Thereafter, Mr Dilsen Funaro, Finance Minister, "will be in a position to renew his contacts with the managing director of the Fund, Mr Jacques de Larosiere."

The message is contained in a telex sent by Mr Antonio de Padua Seixas, external debt director of the central bank, to all creditors, after two days of talks with leading banks in New York last week.

At the talks the committee of leading banks, chaired by Citibank, impressed on Brazil its reluctance to endorse any form of debt restructuring without some degree of IMF involvement, although the scope of such possible IMF participation was left unclear.

Bankers who received the telex at the weekend interpret it as meaning that that message has sunk in, although the telex does not make any firm commitments on the IMF issue and it is widely accepted that Brazil has limited its own freedom of action after emphatic public statements by top officials that IMF involvement in the country's economic policy-making was to cease.

One hope now is that a way can be found for the IMF to have just enough say in Brazilian affairs to

provide comfort and guidance to bank creditors without at the same time forcing an about-face that would embarrass the Government of President Jose Sarney.

With a trade surplus in 1986 now officially forecast at \$12.5bn, Brazil has argued that it no longer needs IMF assistance, but bank creditors are worried that inflation may accelerate in the aftermath of the current mini-boom, upsetting the country's external account in 1987.

That is despite the new economic programme, which has recently been approved by Congress and calls for the Government's operation deficit to fall to 0.5 per cent of gross domestic product in 1986 from 2.8 per cent this year.

Against that background, bankers say they would need the go-ahead of the IMF before endorsing any new debt restructuring. Brazil has asked this month to restructure debt falling due in 1983 and 1986.

Talks on that request are to resume early in the new year in New York, but it has still not been decided whether the restructuring will take the form of a medium-term restructuring or a simple extension of debt maturities up till the end of 1986.

High on the agenda in the new year will be a further temporary extension of maturing debt to become effective after present arrangements expire on January 17.

Iran may switch car contract to Nissan

BY JOHN GRIFFITHS IN LONDON

THE IRANIAN Government is understood to be close to signing a deal with Nissan of Japan to replace the Peugeot Talbot of the UK.

The contract, understood to be worth about \$350m, provides for Nissan to re-equip the Iran National car plant near Tehran, where the Peugeot is currently assembled, to produce 12,000 Nissan-based saloon cars a month.

Neither Nissan nor Peugeot Talbot could confirm yesterday that a deal was imminent.

Talbot's contract with Iran National expired in February, 1984, since when it has been supplying Peyskan on an ad hoc basis when letters of credit have been made available.

For much of that period it has also been negotiating with the Iranians on providing a possible successor to the Peyskan.

Peugeot Talbot knew it had a main Japanese rival for the business, but has been unaware of its identity. Several other Japanese companies, including Toyota, have also sought the contract, as well as Fiat and Volkswagen.

Nissan recently concluded a deal with the Iranian Heavy Industries Ministry for the local manufacture of its Patrol four-wheel-drive vehicle and pick-ups, intended to have all their components produced within Iran by the end of five years.

Peugeot Talbot has not been told that it is out of the running, although its last real contract on the

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We take this opportunity to wish our many friends the compliments of the season and best wishes for 1986

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OVERSEAS NEWS

Assam student elected as Chief Minister

BY JOHN ELLIOTT IN NEW DELHI

THE ASSAM regional party, the Asom Gana Parishad, which won a narrow majority over Mr Rajiv Gandhi's Congress I Party in state elections last Monday, yesterday elected Mr Prafulla Kumar Mahanta, a 32-year-old law student, as its Chief Minister.

The party, founded three months ago by leaders of a students' movement, yesterday started to form a government in the north-eastern state. Mr Mahanta will head a young Cabinet which has no previous experience of government.

It is only the second time since India's independence, 38 years ago that the ruling Congress I Party has not been in power in Assam.

Mr Mahanta faces the difficult task of maintaining law and order in a turbulent remote area of India bordered by Bhutan, China, Burma and Bangladesh and of dealing with the politically sensitive issue of tens of thousands of Bangladeshi refugees who have allegedly moved into Assam in the past 20 years.

This issue formed the basis of the student agitation, which lasted six years and was led by

Airbus may seek UK aid for new airliners

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT, IN LONDON

THE BRITISH Government is likely to be asked soon for financial aid for launching a new series of airliners proposed by Airbus Industrie of Western Europe - the short-to-medium-range TA-9 and the long-range TA-11.

The request would be channelled through British Aerospace (BAe), already a 20 per cent shareholder in Airbus on behalf of the UK Government, and builder of the wings for all Airbus types so far. BAe would like to build the wings for both the TA-9 and the TA-11.

On the basis of its existing 20 per cent stake, the UK as a whole may be asked by Airbus to find up to \$500m. How that would be divided between government launching aid, BAe itself and other suppliers coming in as risk-sharing contractors, is as yet undetermined.

The fear is that if the UK does not participate in either venture, then it might miss sharing in development and production, with the wing contract going to manufacturers in West Germany, the US or even Spain. Worldwide, aerospace companies are interested in picking up business that any existing Airbus partner does not want or cannot afford.

A feature of the Airbus plan is

that the two new aircraft would be developed together, with a great proportion of common parts - wings, electronics and other equipment, and perhaps also common fuselages.

Airbus identified the two aircraft as the best future extensions of its product line in competition with its two rivals, Boeing and McDonnell Douglas.

The twin-engine, short-to-medium-range TA-9 would seat up to 330 passengers, while the four-engine TA-11 would be for very long ranges, up to 6,500 nautical miles, with 250 passengers, replacing

DC-10s and Lockheed TriStars.

Earlier, the idea was to develop one or the other, but the latest thinking is that by developing the two aircraft as a package, investment is substantially reduced because of the high proportion of common parts that could be used.

The main supervisory board of Airbus will consider approval for the new ventures in the new year. The timing is critical because US competition is threatening to become intense.

Boeing is making vigorous efforts to sell its 767 for short-to-medium ranges, while McDonnell Douglas is expected some time in 1986 to launch its own MD-11 as a DC-10 replacement to rival the TA-11.

Interest in both the TA-9 and TA-11 worldwide is strong. In Western Europe there is more interest in the TA-9, but Lufthansa particularly would like the TA-11 and is pushing for a launch decision by the end of February, otherwise it may have to adopt the rival MD-11.

In the Airbus board decides to go ahead over the next two months, it will ask its shareholders to talk formally to their governments on financial support, while pressing ahead with design and marketing.

China envoy draws mixed response from HK

By David Dodwell in Hong Kong

JI PENGFEI, China's state councillor with special responsibility for Hong Kong and Macao, yesterday ended an historic 15-day visit to the British colony with comments that the prospects for reforms in the military establishment had suffered a major setback.

Gen Ver, 65, went on leave late last week when he was linked to the murder of Mr Benigno Aquino, the opposition leader at Manila airport in 1983.

His retirement along with that of 27 other ageing generals had long been sought by reform-minded officers.

However, when a three-man civilian court cleared the general of any involvement in the assassination of Mr Aquino, Mr Marcos moved quickly to pull him back into the saddle.

One of General Ver's first acts was to rotate about 50 senior officers in a move which also led to the retirement of the head of the Philippine Navy.

The chief of the navy, Rear Admiral Simeon Alejandro, 59, was replaced by coast guard commander, Commodore Brilante Ochoco, 54, a former aide of Mr Marcos' presidential yacht.

But Gen Ver retained Maj-General Vicente Piccio, 58, as head of the air force as well as Maj-General Josephus Ramos, 60, as army chief.

Lieut-Gen Fidel Ramos, 57, who took over from Gen Ver for more than a year when he took a leave of absence, went back to his previous post as vice chief of staff, which is largely ceremonial.

Clearly, despite his one-year absence, Gen Ver was in control of the military hierarchy, and Mr Marcos had vowed to keep him as long as his service was needed - ostensibly to battle increasing insurgency.

Under pressure since last year, the US Government which was worried over the fate of its two major military installations in the Philippines, Mr Marcos had pledged to institute

Marcos' right-hand man is back in control, Samuel Senoren reports

Ver dashes military reform hopes



Lieut-Gen Fidel Ramos (left) with Gen Fabian Ver, recently reinstated as the Chief of Staff of the Philippine armed forces.

reforms in the armed forces in a bid to recover ground lost to the 12,000-strong Communist New People's Army.

But with early Presidential elections drawing near, it is unlikely Mr Marcos will proceed with meaningful reforms and risk incurring the disapproval of loyal elements in the military.

The armed forces will be a major factor in the February elections and Mr Marcos will need its support if he is to beat his increasingly popular challenger, Mrs Corason Aquino, the widow of the murdered opposition leader.

Commodore Ochoco's appointment to the navy post is thought to be particularly significant. Navy boats are normally used to transport thousands of election returns from the provinces to Manila where the final count is made.

Therefore by the next eight weeks, it is reasonable to expect that Mr Marcos' army will stay in their posts where they will be needed most.

Gen Ver is easily the strongest armed forces chief

With Gen Ver back in control, that structure is not likely to change. But, however, some reforms have been attempted in other areas.

These involved low morale and abuses committed by rogue soldiers. A number of soldiers have also been reported to be involved in protection rackets, smuggling and even gun-running.

Shortly before Gen Ver returned to power, then acting Chief Gen Ramos reported that deficiencies in the armed forces had been rectified during his time at the helm.

A massive education drive among troops, according to Gen Ramos, had been conducted "to enhance deeper understanding and appreciation of the Philippine ideology and respect for the law and human rights."

He claimed that the number of complaints against military personnel had dropped to an average of only 131 a month this year compared with 207 in 1984 and nearly 300 in 1983.

When he returned to his post as vice chief of staff, Mr Marcos commended him for his administrative ability. But it is unlikely that Gen Ramos will become chief of staff when Gen Ver finally retires.

Mr Marcos has his sights on two relations who are unit commanders. They are Brig Gen Roland Pattugalan, 50, chief of the Second Army Division, and Brig Gen Edon Yap, 49, head of the 1st Army Reserve Command.

Brig Gen Pattugalan is married to Mr Marcos' niece and Brig Gen Yap is married to a sister of Mr Marcos' powerful wife, Imelda.

All told, although some internal reforms have indeed been initiated within the armed forces, the major changes and those that mattered most have been largely neglected.

If Mrs Aquino wins the presidential election, there's no question changes will be forthcoming. But Mr Marcos' re-elected, the armed forces are likely to face mounting criticism from an increasingly sceptical population.

Zia fuels speculation on end to martial law

President Mohammad Zia-ul-Haq, called Pakistan's National Assembly and Senate into joint session on Tuesday, fuelling speculation that he may announce an end to over eight years of martial law. Reiter reports from Islamabad.

Despite the pending change, martial law was used over the weekend to detain at least 30 leaders of banned political parties who had planned a rally this week as a demonstration of opposition to the President.

The Government also banned all public meetings for two months.

The 11-party Movement for the Restoration of Democracy had been distributing leaflets and posters in Lahore announcing the meeting, scheduled to take place on the day the President announced the end of martial law.

Albania accuses Italy

Albania has accused Italy of interfering in its internal affairs and warned that relations between the two countries could be adversely affected if Italy refused to hand back six Albanians who have taken refuge in the Italian embassy in Tirana, Patrick Blum reports from Vienna.

The six, two men and four women, entered the Italian embassy on December 12 to seek asylum from Italy. Albanians have so far failed to find a solution to the dispute.

Angola claims attack

Angola's official news agency claimed yesterday that four South African battalions had penetrated 60 miles into the country's south western province of Cuanene, while two motorised infantry brigades were poised on the Angolan-Namibia border, reports Michael Holman.

A South African army official refused to comment on the report, but last week the country's Press Association, citing an informed Government source in Pretoria, said that South African commandos had pursued guerrillas of the South West African People's Organisation (SWAPO) "deep into" Angola.

Western diplomats in Luanda assert that South African forces have also intervened on the side of Unita, the rebel army.

France settles TV row

The French Parliament yesterday resolved a political row over a proposed new television channel by approving an amended Bill to allow private transmitters to be installed on the Eiffel Tower, Reuter reports from Paris.

The draft law drew strong criticism from the rightwing opposition when it was first introduced. The Socialist Government was accused of "stealing" the world-famous monument for its own political ends. The tower already carries transmitters used by the state network.

Carbide says it had little control over Bhopal plant

BY TERRY DODSWORTH IN NEW YORK

UNION CARBIDE, the US chemicals company being sued for damages over the fatal gas leak at its plant in Bhopal, India, has claimed in papers lodged in New York that it had little control over the design or the running of the plant.

It also contended that the Indian Government's recent claim that the courts in India were not adequate to deal with the case was "absurd."

The Indian authorities' attempts to have the case tried in the US were aimed at "finding a forum which is likely to provide the highest recovery and give its adversary the most limited access to evidence with

which to defend itself," the company said.

The claims and counter-claims are part of the skirmishing over the two sides over the initial issue of where the damages claims for the Bhopal victims should be heard.

Union Carbide believes the correct location under international legal precedents should be India. Lawyers for the victims want the case tried in the US.

The main interest in the Union Carbide documents is likely to centre on the company's contention that its ownership of a little over 50 per cent in its Indian subsidiary gave it very little control.

Israelis hope end of spy probe will defuse row

BY TONY WALKER IN JERUSALEM

ISRAELI OFFICIALS expressed satisfaction at the weekend that a row with the US over a spying incident, had been resolved. The officials were referring to a State Department announcement that the US had concluded its investigation into the affair.

A senior government spokesman would not comment, however, on reports that Rafi Eitan, the Israeli intelligence officer, responsible for the clumsy spying operation is being retired. Mr Eitan, a former Mossad operations chief, headed an Israeli defence department unit that allegedly recruited Jonathan Jay Pollard, an employee of US naval intelligence, to spy for Israel.

The episode caused serious tension between the US and Israel, coinciding as it did with growing American concern about security breaches in its intelligence services. Mr Pollard was arrested outside the Israeli Embassy in Washington on November 21.

The State Department announcement followed a visit to Israel by an American investigation team, headed by Mr Abraham Sofaer, the department's legal adviser, whose mission was to get to the bottom of the affair.

According to the US statement, Israel had returned documents in its possession relating to the Pollard case. Israel had also disbanded the unit for scientific liaison responsible for the espionage operation.

Mr Pollard's wife, Anne Henderson-Pollard, are in a Washington jail, and have been denied bail. A US Grand Jury has been hearing evidence, in camera.

A printing company clerk has become the eleventh person arrested on spying charges in the US this year in a counter-espionage crackdown which unearthed three other alleged spies last month alone, Reuter reports from Washington.

A Federal Bureau of Investigation statement last night accused Randy Jeffries, 26, of stealing documents from his printing company which carries out work for the Government and trying to pass them to Soviet officials.

Pinochet rejects dealings with opposition

BY ROBERT GRAHAM

GENERAL Augusto Pinochet of Chile has rejected the idea of holding talks with the broad front opposition formed nearly four months ago.

The move has been strongly attacked by the opposition and is expected to come under further fire from a number of the opposition's largest, including the US, who have seen the moderately phrased demands of the National Accord as a means of establishing a negotiated route to direct elections in Chile.

The National Accord was drawn up four months ago by politicians from the right to the non-Marxist left and received

Canada budget deficit warning

BY BERNARD SIMON IN TORONTO

CANADIAN business leaders have launched a concerted campaign to persuade the government and public of the threat posed by the swollen federal budget deficit to the country's economic prospects.

Chief executives of several of Canada's largest companies have written to cabinet ministers expressing concern at the government's slow progress in coming to grips with the deficit.

The Business Council on National Issues, whose members include 150 of the country's most senior businessmen, is currently drawing up a plan to increase public awareness of

the impact which a widening deficit will have on interest rates, the value of the Canadian dollar and taxes.

Canada's budget deficit, expected to be around C\$34bn in the current fiscal year, is proportionately one of the highest among industrial countries, equal to about 8 per cent of gross national product.

Concern in Canada has been compounded by recent moves to pare the US deficit. The higher priority given to deficit reduction in the US appears to have contributed to the weakness of the Canadian dollar against the US currency in foreign exchange markets.

Hopes have dimmed that the Progressive Conservative government, elected in September last year, has the resolve to make a major dent in the deficit. Strong lobbying by special interest groups has persuaded the Government to back away from several proposals to cut public spending.

Prime Minister Brian Mulroney indicated last week that no major cuts are planned in the budget due to be presented in February or March.

An opinion poll published over the weekend shows that the opposition Liberal Party has drawn level with the Conservatives in public support.

Community ministers agree fish quotas

EUROPEAN Community fisheries ministers have agreed on fishing quotas for next year, including special provisions for small boats.

Portugal which had held up the deal, Reuter reports from Brussels.

After marathon talks lasting over three days, the ministers were able to agree on extra amounts to satisfy Portuguese objections that they were not receiving sufficient access to Community waters in their first year of membership.

Failure to have agreed a deal could have presented the EEC with an embarrassing row from January 1, 1986 when the Iberian countries officially became members.

The existing 10 members reached an outline agreement earlier after Ireland lifted its objections to a package which cut the total mackerel catch in the EEC's western seas to 345,000 tonnes.

This represented a marginal increase on proposals from Commission officials, based on scientific evidence of stocks of 308,000 tonnes. However, the new North Sea herring quota is to rise from 10,000 tonnes to 238,425 tonnes.

Sudan breaks siege

The rebel Sudan People's Liberation Army (SPLA), fighting a two-year civil war in the south of the country, has suffered a major setback according to military sources in Khartoum, reports John Murray Brown.

The Government broke the rebels' three-month siege of Nauri, a town in the east of the region using troops from the garrison at Malabed, the main town in the Upper Nile region, the sources said. The victory follows the Government's earlier success in clearing the key strategic north-south road from Juba to Bor in September.

FINANCIAL TIMES

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SCHEDULE OF INTERNATIONAL EXHIBITIONS ORGANIZED BY KOTRA IN 1986

EXHIBITION	DATE	VENUE	MAIN EXHIBITS
Korea International Instrumentation Exhibition 1986	17-21 March 1986	Korea Exhibition Centre, Seoul, Korea	Control systems for energy, automatic laboratory testing systems, environmental monitoring and protection systems
Seoul International Machine Tool Show 1986	25 April-May 1986	Korea Exhibition Centre, Seoul, Korea	Metal cutting and forming machine tools, machine tool accessories and parts
Korea International Food Technology Exhibition 1986	12-17 June 1986	Korea Exhibition Centre, Seoul, Korea	Processed foods, food processing equipment, catering equipment, machinery for hotels
Seoul International Toy Fair 1986	9-15 October 1986	Kosami	Stuffed, plastic, metallic and wheeled toys, western and custom dolls
Korea International Store Exhibition 1986	21-25 October 1986	Korea Exhibition Centre, Seoul, Korea	Construction materials for stores, window display equipment, store office apparatus, fabricating machinery for stores

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OVERSEAS NEWS

The head of France's royal house discusses his country's political developments

Dreamer with a past looks at France's long-term future

BY DAVID MARSH IN PARIS

IN A LARGE office lined with imperial portraits looking down disdainfully on a melee of Snoopy dogs, dominoes and chocolates ready for Christmas distribution, Henri, Count of Paris, head of the 1,000-year-old royal house of France holds court. Given time and patience, he says, the monarchy could be on the way back.

During a 50-year-long political career in the shadows of three Republics the Count has watched France's turbulent and tortuous 20th century history unfold and slowly pass him by.

Now a spry good-humoured 77, the heir 10 generations ago of Louis XIV presides not over Versailles but over an old people's home at Chantilly

France's 20th century history has slowly passed by the Count of Paris. But the head of the French royal house feels that in time, the monarchy could be on the way back.

north of Paris, run by his family foundation and with roots going back more than three centuries.

During the Christmas period, the Count will be handing out gifts and good cheer to the 180 elderly inmates and children of staff.

At an age when most men's minds turn to other-worldly affairs, the Count is still playing a waiting game. But, with general elections approaching which next year could confront President Francois Mitterrand with an Opposition-controlled National Assembly, Prince Henri Robert Ferdinand Marie Louis-Philippe d'Orleans believes that time may at last be on his side.

The Fifth Republic fashioned by General de Gaulle (who at one stage in 1957/58 toyed seriously with the idea of putting Henri back on the throne) is now working in the way its founder intended, the Count points out. France has a President with semi-monarchical powers, who nonetheless is being forced to descend more



Henri, Count of Paris, heir 10 generations ago of Louis XIV, at his home in Paris

and more into the political arena.

The President is practically a King — but he does not have the ability to act as an arbitrator," he says. "I try to make my views known in public that if France really wants a King — then it should have one."

Mindful of the distinct absence of crowds in the streets clamouring for restoration of the monarchy — and of what happened to Louis XVI in 1793 — the Count takes care not to push his views too forcefully.

A liberal education, forced experience of foreign travel (the royal family was exiled between 1926 and 1950; in 1940 the Count joined incoincidental Foreign Legion) and the benefit of a family fortune have

combined to give the Count benevolent political views. In Britain he would surely be a member of the Social Democratic Party.

The wealth tax introduced by the Socialist Government "does not shock me," he says. "It is perfectly normal that this exists." He ducks questions over his personal wealth — "the tax inspectors know that."

The Count says the Right-wing Opposition's programme on the economy appears somewhat "simplistic." After the dashing of the Left's initial "dreams and illusions," Socialist economic measures "are starting to bear fruit."

Like many managers in industry, he is worried that a return of the Right and a bid

to undo some of the present government's social measures could lead to unrest in the factories.

In 1980, a call by President Giscard d'Estaing for the Count to speak out in favour of the Right before the 1981 presidential elections went unheeded. Instead, Henri brought out a communique suggesting that France should have the ability to change government.

This was interpreted as backing for Mr Mitterrand. The Count has steadfastly refused to divulge who he chose in the polling booth. He says he knew Mr Mitterrand before he came to power, and has maintained contact since he became President.

He does not underline that the choice of King would need to be ratified by universal suffrage — a decision which might pose problems over the succession. The House recognises the masculine line only, which might even be a vote winner in male chauvinist France.

Events more than reasoning make people reflect. The French people need to judge for themselves. I will do nothing to dramatise the situation," he says.

Hopes are chiefly invested in his grandson, Jean, aged 20 and studying philosophy at the Sorbonne. He has been designated as successor after the Count disinherited his eldest surviving son for transgressing family rules over remarriage.

As his elderly charges at the Condé Foundation home turn their minds to seasonal festivities — "sometimes we get them to dance, or at least tap their feet in their wheelchairs" — the Count at least believes he has helped the French come to terms with their history.

"When I started my political career, the Republicans didn't accept the monarchists and vice versa. Now at least there's no more hate and resentment. People might say I'm a dreamer with high hopes, but at least they don't say: 'He's a lunatic, let's banish him.'"

And over the future of the dynasty he professes a calm optimism. "Politicians have immediate and precise ambitions. I am not limited by time — my action is long-term."



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WORLD TRADE NEWS

Barclays consortium wins Air India financing mandate

By John Elliott in New Delhi

A CONSORTIUM of banks led by Barclays, of the UK, and including Societe Generale and Citibank has won the mandate to provide commercial loans and export credits totalling up to \$393m (£278m) for Air India's purchase of six Airbus A-310 aircraft. This follows one of the most closely fought battles for banking business yet seen in India.

Full DKB and Tokai of Japan have the mandate for a \$50m Japanese yen loan which completes the funding package of \$443m needed by Air India to purchase six Airbus A-310 aircraft from the European Airbus Industrie consortium for delivery during the next year.

But the Indian Government has retained the right to reduce the Barclays-led consortium's business by the price of one aircraft if it decides to lease an aircraft through other European banks before the financial deal is signed in a few weeks.

To win the mandate against tough competition from two other consortia led by Midland and Indo-Suez, Barclays had to agree to maintain its offer if the separate leasing deal goes ahead.

The Indian Government's decision will partly depend on arrangements it can make for financing the aircraft after the initial leasing period has expired. This would be the first time it has purchased an aircraft with leasing arrangement.

The \$393m mandate, which India is expected to confirm today, comprises \$193m of tax spared commercial loans and \$200m of export credits.

Barclays is believed to have

offered the loans at 1/2 of a percentage point over Libor and to have under-cut its competitors with a fall-back rate of just under 1/2 of a percentage point.

The export credits will be shared on the normal Airbus Industrie arrangements of 40 per cent each by West Germany and France and 20 per cent by the UK.

Other banks in the Barclays consortium include Bankers Trust and Irving Trust of the US. Citibank is responsible for the West German export credits and Societe Generale will co-ordinate the French with Barclays.

The low rates of interest illustrate the way international banks are prepared to reduce their profit margins to obtain business from India at the start of what they see as a steady expansion of financial activity.

The Air India loan has been regarded by international banks as the most prestigious to win for the past couple of years. It is a forerunner of a much larger financing package that will be needed by 1989 for the purchase by Indian Airlines of 19 Airbus A-320 aircraft which, together with an option for another 12, will cost \$1.6bn.

A consortium led by Midland Bank of the UK has been awarded a tax spared \$25m Euro currency loan for the Industrial Development Bank of India at 1/2 of a percentage point over Libor with a fall-back of 1/2 per cent. The other banks involved are National Westminster of the UK and Credit du Nord of France.

US demand for car electronics 'rising fast'

By John Griffiths

DEMAND from US car makers for electronic components—excluding entertainment equipment—will soar to \$12bn (£8.5bn) a year by 1990 at current prices, compared with \$3.5bn last year, according to a new study by Frost and Sullivan, the New York-headquartered market research group.

The study forecasts a rise to \$5.5bn in 1986, compared with \$4.5bn this year.

Falling prices, better semiconductor reliability and car maker's efforts to fight competition with cars having a higher technology content are cited as the main forces leading to growth.

Devices such as fuel-injection sensors, multi-purpose cathode ray tube displays, keyless entry systems and navigation aids will mean that "electronics will soon become a significant factor in the cost of the automobile."

Currently, power train management systems account for the largest slice—54 per cent—of car electronics. However, the study observes, while sales of this equipment will more than double by 1990, more rapid growth in other segments will cause their share of the total to fall to 41 per cent.

By 1990, driver information devices, such as fuel/mileage computers, navigation aids and other display systems will account for 22 per cent of the total, compared with 17 per cent now, says the report.

Non-power train systems, such as electronic control of the suspension, anti-skid braking and "multiplexing" to replace traditional wiring looms, will increase their share to 20 per cent from 17. Safety and convenience electronics will be the fastest growth sector, rising from 10 per cent to 17 per cent. This sector includes items such as remote keyless entry systems, "smart" windscreen wipers and cellular telephones.

Non-entertainment Automotive Electronics Market, Frost and Sullivan, 106, Fulton Street, New York, NY 10038, or 104-112, Marjorie Lane Road, London W1N 5PU, \$1,750.

EXTENSIVE COLLABORATION WITH CGCT PROPOSED

Ericsson strengthens French bid

By Kevin Done, Nordic Correspondent in Stockholm

L. M. ERICSSON, the Swedish telecommunications and electronics group, has proposed a programme of extensive co-operation with the French group Compagnie Generale des Constructions Telephoniques (CGCT), in a bid to keep alive its chances of breaking into the French public telecommunications market.

The proposed alliance with CGCT, the state-owned second string supplier of public switching equipment with around 16 per cent of the French market, faces competition from a rival scheme involving the American Telephone and Telegraph-Philips partnership and Compagnie Generale d'Electricite (CGE). The

French Government is thought to prefer the latter plan.

In a memorandum to CGCT, Ericsson has proposed extensive co-operation between the two companies which would in effect establish in France a second European Ericsson research and development centre for its successful AXE digital switching system.

Ericsson has discussed taking a stake of around 15 per cent in CGCT and would aim to establish manufacturing facilities in France for the domestic market and for export.

Ericsson is the most international of the world's leading telecommunications groups, and its AXE system has been installed in or ordered by 62

countries. It is already the accepted second supplier in the UK, Spain, Holland and Italy.

Mr Kari-Axel Lunell, Ericsson's vice-president for marketing, said the Swedish group would aim to licence CGCT for the manufacture of more than 450,000 lines a year.

Ericsson has also gone well beyond public switching in talks with CGCT, however. It has suggested co-operation in fields like fibre optics, civil radar equipment, telephone instruments and office automation and PABXs (private office exchanges).

The Swedish group has suggested that it would be possible to create around CGCT a Euro-

pean telecommunications and electronics consortium that could include participation by the French companies Bull, Matra and Jeumont-Schneider.

"What we foresee is to develop the present research and development resources of CGCT," said Mr Lunell.

Ericsson has entered the game rather late but is seeking to present its initiative as an alternative European solution to co-operation with AT & T. It believes that Mrs Edith Cresson, French Minister of Foreign Trade, has given a "pale green light" for talks to continue but has been told by the French Industry Ministry that the CGE/AT & T talks are to be given priority.

SHIPPING REPORT

Volume of laid-up tankers falls as rates increase

By Andrew Fisher, Shipping Correspondent

AS TANKER rates have improved in the past few weeks, the volume of laid-up tankers has fallen considerably to just under 40m deadweight tons.

E. A. Gibson Shipbrokers, of London, said the laid-up total of tankers and combined carriers (able to carry oil or dry cargoes) was down to 39.6m dwt in mid-December from 43.8m dwt the previous month.

Of this, Gibson reckoned that nearly 14m dwt would never trade again, most of this comprising VLCCs and ULCCs (very large and ultra large crude carriers) of more than 200,000 dwt. This could be a

conservative estimate, said Gibson.

The idle tonnage total is the lowest for more than three and a half years. It includes 117 VLCCs and ULCCs of 34.7m dwt, down from 129 ships of this size amounting to 38.2m dwt in the middle of November.

Many of the ships taken out of lay-up berths have been sent for sale to scrapyards in the Far East. Scrapping levels this year have been running well ahead of 1984.

But dry cargo rates have been weak, UK shipbroker Denholm Coates said this had been the worst year for the market since the 1930s.

BAe and Greek company agree flap assemblies deal

By Andriana Ierodiakonou in Athens

An agreement has been reached between British Aerospace (BAe) and the state-run Hellenic Aerospace Industry (HAI) for the manufacture in Greece of flap assemblies for the new Advanced Turbo Prop (ATP) aircraft. The deal could lead to a long-term, multi-million pound programme on production collaboration.

In the first instance HAI has reportedly undertaken the delivery of 30 flap assemblies.

According to an official announcement the agreement "could be extended well into the next century" and "could eventually be worth Dr 2.5bn (£11.8m)."

British Aerospace officials are expected in Athens for a follow-up visit in the new year. The two companies are reportedly also negotiating the possible production by HAI of other aircraft components and machined parts.

Gatt talks preparatory group aims for simplicity

By William Dulfors in Geneva

HEADS OF mission to the General Agreement on Tariffs and Trade (GATT) have rounded off their year by clearing the ground for the committee which will start next month to prepare the global trade negotiations so eagerly sought by the US.

It is already evident that the new round of talks will be the most ambitious yet if the US and its partners achieve their aims, the scope of GATT will be widely extended. But if the opposition to this extension, mostly from developing countries, proves to be too strong or if the big trading nations cannot agree on how to handle such crucial issues as agricultural trade, the existence of GATT may be at stake.

It was agreed in an informal meeting last week that the 25 or so subjects proposed for negotiation must be reduced to a manageable 12 or 15 at most. Some matters will be left for treatment as normal GATT business.

Inclusion of such important items as agriculture, textile, tropical products and the removal of quantitative restrictions on trade is not contested. The committee will probably therefore not spend much time discussing agriculture, the complexities of which will have to be left to the negotiations proper.

Textiles could be a more embarrassing item. The committee's work will run parallel with discussions on the renewal of the Multi-Fibre Arrangement (MFA), governing world trade in textiles and clothing, which expires in July.

The preparatory committee is likely to spend most time deciding how to handle items such as services, intellectual property rights, investments and counterfeit goods, whose inclusion is contested or where the objectives of the negotiations are not agreed.

Mr Arthur Dunkel, the GATT director general and chairman of the preparatory committee, proposed last week that it should aim at producing a relatively concise declaration of three to five pages for adoption by trade ministers. An accompanying report would reflect the opinions and standpoints that individual countries wish to emphasise.

The committee is expected to hold formal sessions over 40 days before the end of June. The European Community is pressing for a fast tempo of meetings to begin with, allowing time to handle the crises which will inevitably emerge. Mr Dunkel favours a more measured approach.

The first formal session will be on January 27 and mid-July is the deadline for agreeing on the declaration with which the trade ministers will launch the new round of negotiations in September.

Japan and US settle leather trade dispute

By Nancy Dunne in Washington

THE US drive to open protected Japanese markets edged further along this weekend with the announcement of a settlement of an American trade complaint over leather.

The US leather footwear industry, estimated a loss of \$280m (\$194m) worth of Japanese sales each year, filed an unfair trade complaint with the US Trade Representative in the late 1970s. A panel of the General Agreement for Tariffs and Trade (GATT) ruled in favour of the US producers last year.

Mr Clayton Yeutter, the US Trade Representative, gave Japan until December 1 to resolve the issue before putting American retaliation into effect. However, Mr Yasuhiro Nakasone, Prime Minister, sent President Ronald Reagan a plea, reportedly written on leather, asking that any retaliation be delayed until after December 20 when the Japanese Diet (parliament) would no longer be meeting.

Mr Yeutter decided to accept a Japanese offer of trade concessions instead of implementing a major retaliation against Japanese products in the US.

His office announced over the weekend that the US is to raise duties on Japanese leather imports next year. This will cost Japan \$24m. In compensation for the remaining \$246m worth of lost sales Japan has agreed to reduce or eliminate tariffs on 142 items which last year earned \$2.9bn. Japan has also agreed to make permanent a series of other tariff cuts which had been temporary.

Japan is said to have agreed to give up some protection of its aluminium industry. The new agreement alone is unlikely to convince Japan's critics in Congress of the sincerity of its intention to open up its markets. Several trade bills aimed particularly against Japan, are expected to move easily through Congress next year.

Talks under way between US and Japanese trade officials all this year have attempted to open heavily protected Japanese sectors: telecommunications, pharmaceuticals, medical equipment and forestry products. The Trade Representative's office said it will be assessing the progress of the talks in January and early February.

World Economic Indicators

INDUSTRIAL PRODUCTION (1980 = 100)

	Nov. 85	Oct. 85	Sept. 85	Nov. 84	% change over previous year
US	115.2	114.7	115.1	112.4	+1.4
UK	108.8	109.1	107.3	103.2	+5.4
Japan	123.0	121.3	122.8	120.8	+1.8
W. Germany	103.2	103.2	107.9	98.1	+5.7
France	101.3	102.5	101.4	100.4	+0.7
Italy	94.3	97.6	95.0	99.1	-0.8
Netherlands	103.9	101.9	105.7	103.3	+0.6

Source: (except UK, US, Japan) Eurostat



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June 30, 1985 and 1984

(Expressed in thousands of US dollars)

Assets	1985	1984	Liabilities and Shareholders' Equity	1985	1984
Cash and due from banks	43,428	46,587	Demand deposits	192,957	208,031
Time Deposits	1,318,158	1,525,837	Time deposits	1,669,313	1,926,999
Investments			Accounts payable and accrued interest	51,688	53,352
Marketable notes and bonds	56,062	52,338	Proposed dividends	12,000	10,250
Equity participations	57,634	41,795	Total liabilities	1,925,958	2,204,632
Loans and advances, less provision	621,759	680,080	Shareholders' equity		
Accounts receivable and accrued interest	29,363	50,857	Share capital	150,000	125,000
Property and equipment	35,407	35,106	Statutory reserve	30,751	28,973
			General reserve	55,049	73,777
			Retained earnings	53	218
			Total shareholders' equity	235,853	227,968
	2,161,811	2,432,600		2,161,811	2,432,600
Customers' liabilities under credits, guarantees and acceptances	399,774	352,880	Liabilities under credits, guarantees and acceptances	399,774	352,880

* Increased to US\$150 million as from July 1, 1984.

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Tory MPs back Poll tax proposed in rates reform change in budget priority

BY IVOR OWEN

A GROWING NUMBER of Conservative backbench MPs are supporting the campaign by the Confederation of British Industry (CBI) to persuade Mr Nigel Lawson, Chancellor of the Exchequer, to give priority in his spring budget to measures to reduce unemployment rather than to cuts in income tax.

Leaders of the CBI made clear the importance they attach to this approach in a recent meeting with Mr Lawson when they argued that, if the level of oil prices or other factors limited his room for manoeuvre at the time of the budget, he should leave income tax rates unchanged.

Their doubts about the assertions made by Mr Lawson and other ministers - that the boost to take-home pay which would be provided by an easing of the burden imposed by direct taxation would help employers to resist excessive pay claims - are shared by many of the Government's supporters in the House of Commons.

Some MPs on the government benches agree with the fears of many industrial leaders that the stimulus to consumer demand provided by income tax cuts would be likely to produce a substantial

surge in imports and give rise to further anxiety over the continuing erosion of Britain's manufacturing base. That would make it still more difficult to establish a downward trend in unemployment.

The warning given by the Prime Minister last week that it would be wrong to take it for granted that income tax cuts would feature in every budget introduced by a Conservative Chancellor of the Exchequer is also regarded as a significant development.

Lower inflation and more moderate wage settlements, rather than changes in government policy, are the key to cuts in interest rates demanded by industrialists, the London Business School says today, Robin Pauley writes.

Professor Alan Budd, director of the IFS Centre for Economic Forecasting, says government plans for moderate wage settlements as the best route to a fall in interest rates have been wrongly interpreted as being a return to the days of "policy bargaining".

Mr Denis Healey, Chancellor of the Exchequer in the last Labour Government, offered explicit bargains in 1970 and 1971 when he proposed tax cuts contingent upon the negotiation of a new pay policy.

Buy-out rejected for English Estates

BY ANTHONY MORETON, REGIONAL AFFAIRS EDITOR

THE GOVERNMENT has rejected a management-led buy-out for English Estates.

Mr Leon Brittan, Secretary for Trade and Industry, told the Financial Times: "This course is not the most promising way forward. It would only make sense if the central objectives could be pursued in a way more cost-effective."

"I remain to be persuaded this approach would achieve that objective."

English Estates is the government-appointed body - the chairman is Mr Christopher Wates - that builds and manages property developments in the English assisted areas.

The organisation approached Mr

Brittan in November with the idea of a buy-out. Its management had been concerned at the long-term direction being imposed on it by the Government.

In particular, it was concerned at having to take on the development of Chatham dockyard in Kent, costing between £25m and £30m over three years, and some extra work in the West Midlands at a time when its budget was being cut.

Mr Brittan said he was anxious that English Estates should have sufficient resources to continue its work.

It is clear that English Estates now expects that it will not be allowed to go ahead with a management-led buy-out.

BY ROBIN PAULEY

PROPERTY taxes (rates) on houses will not be abolished this century but will be allowed to wither, while a poll tax gains gradual importance as a source of local government finance. This tax will start in 1990.

That is the thrust of Prime Minister Margaret Thatcher's preferred solution to the never-ending saga of rates reform. It will form the central plank of the Green Paper (consultative document) to be published next month to coincide with publication of the Social Security Bill.

Ministers have been arguing for months about what to do about rates. The majority of Cabinet ministers would prefer to do nothing, leaving the rates in place as the least controversial and politically dangerous option. When Mr John MacGregor, Treasury Chief Secretary, propounded this view at the Cabinet committee chaired by Mrs Thatcher, she threatened to exclude the Treasury from all future rates

discussions if such views were repeated.

The latest plan, devised by Mr Nicholas Edwards, Welsh Secretary, and described by some Cabinet ministers as not serious, would mean that nothing was done to any part of the rating system until 1990 (which is about the time the Prime Minister has indicated that she might retire if she were elected to a third term of office).

In 1990 all domestic rate bills would be frozen and a poll tax, named community charge, would be introduced to make up the small amount of income lost to local councils through inflation. Each year the community charge would rise as the frozen rate bills produced less and less of council income in real terms.

An alternative proposal to be put forward involves hastening the withering process by first cutting all domestic rate bills by say 5 or 10 per cent and then freezing them. In

say, 1995 the decline of the rate would be further accelerated by a new reduction and freeze of the domestic rate bill.

By around the turn of the century or later, the domestic rate bill would be tiny and would have virtually disappeared in many places. By then people would have become used to the poll tax, which would be the primary source of income.

The Green Paper will also propose that a system of rates discounts and surcharges might be introduced to give relief to single old-age pensioners and make families with several wage earners pay more.

The Prime Minister supports the plan because it produces a solution to the rates problem without involving any action likely to affect her political position.

But a number of senior ministers are bemused and alarmed at the plan. Some fear it will cause more trouble than it is worth, largely be-

cause many people will be faced with two local taxes instead of one for years. Others think it will be administratively impossible.

Changes to business rates would also be introduced in 1990. The non-domestic rate would be set and collected centrally and redistributed to all local authorities on a simple per capita basis.

Before the business changes occurred a full revaluation of all commercial and industrial rateable values would be carried out in 1990.

Mr Kenneth Baker, Environment Secretary, is not enthusiastic about Mr Edwards's plan. He intends to have a long consultation period and no legislation until after the next general election, if at all.

That will enable him to say the rates problem is in hand, while freeing him to get on with what he regards as more important subjects, particularly the inner cities.

Leyland deficit totals £502m

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

LEYLAND Vehicles, state-owned BL's truck and bus subsidiary, ended last year with an accumulated deficit of £502.7m and its liabilities outstripped its assets by £31.8m.

Land Rover UK, another key company within the group, showed an accumulated deficit of £57.9m at the end of 1984, but its assets were £46.7m more than its liabilities.

The true extent of the two companies' losses - not shown in the BL report - are revealed by accounts which have now been filed, as late as legally possible.

Both form part of the Land Rover-Leyland division that BL might sell to General Motors of the US (which owns Bedford in Britain). Discussions between the two groups have been going on for some months.

In 1984 Leyland Vehicles' net loss reached £60m on a turnover of

£430.2m. That was after taking a tax credit of £38.8m - the loss before tax was £91.5m.

The previous year Leyland's net loss was £43.6m on sales of £433.5m.

In 1983 the losses included extraordinary items of £45.5m in respect of the rationalisation programme which will involve the eventual closure of the Bathgate export truck factory in Scotland.

Last year the extraordinary losses were £7.3m, entirely sustained by the bus business which also announced a rationalisation scheme and the closure of the Charles Roe assembly plant in Leeds.

Leyland, like other BL companies, is mainly financed by a loan from the parent - an interest-free £370.8m at the end of last year.

Land Rover UK, which takes in the Freight Rover van operations, had a £78.1m loan outstanding from the parent at the end of 1984 but was paying interest at the rate of 1 per cent over base rate.

Land Rover's net loss for 1984 was £4.7m, down from £44.4m the previous year. It suffered substantial extraordinary losses in 1983, associated with the current rationalisation project, totalling £24.4m.

In 1984 the extraordinary losses reached only £0.8m.

Land Rover's turnover for last year was £414.8m, up from £371.8m in 1983. This included £199.2m (£177.5m in 1983) of sales to Land Rover-Leyland International for export.

Leyland Vehicles was also a significant exporter with export sales of £127.3m last year, up from £119.6m in 1983.

Hard line urged over teachers

PRIME Minister Mrs Margaret Thatcher's suggestion that local authorities should take tough disciplinary action against striking teachers, officially leaked at the weekend, reflects her insistence that a more conciliatory attitude would open the floodgates to a wave of high public sector pay claims.

Philip Basset and Peter Riddell write.

The idea that teachers striking as part of the current pay dispute should be disciplined was yesterday dismissed as irrelevant and impracticable by both the teachers' employers and the unions.

At the meeting of the special Cabinet committee on the dispute last Wednesday, Mrs Thatcher apparently insisted that a tough line, including possible lock-outs, should be taken.

There were suggestions yesterday that ministers were prepared to risk an all-out national strike by teachers in response to the latest warning.

MR ALEX FLETCHER, a former Conservative minister at the Department of Trade, has been appointed adviser to Argyl Group, the supermarkets group headed by Mr James Gulliver, which is bidding £1.9bn for Distillers, the Scotch whisky group.

Vauxhall car sales hit record

WORKING our way through the (1985) stock

He admitted, however, that a few dealers did have problems. Vauxhall was trying to help them by allowing extra time to pay for the cars.

Mr Lahti suggested difficulties might have arisen because price differences between 1985 models, introduced in the autumn and 1985

models was not as great as in the past.

Vauxhall will launch a special incentive scheme to clear the last 1985 models at the beginning of next year.

Vauxhall said its annual car sales reached a record 300,000, compared with 285,855 Vauxhall cars registered in the previous year, which gave the company a 16.1 per cent market share.

NOTICE OF FOURTH PARTIAL REDEMPTION

THE KINGDOM OF DENMARK

Issue of US\$ 250,000,000 12 1/2% Notes due February 27, 1992
with 250,000 Warrants to subscribe
12 1/2% Notes due February 27, 1992

Pursuant to paragraph "Redemption and Purchase" of the Terms and Conditions of the Notes, notice is hereby given that as a result of exercise of Warrants, Notes for an additional aggregate principal amount of US\$ 13,000,000 will be redeemable on January 24, 1986 at 101 per cent of their principal amount, together with accrued interest (i.e. US\$ 579.06 per denomination of US\$ 5,000) on February 27, 1985 to the date of redemption.

The Notes bearing the following serial numbers have been drawn by lot in the presence of a Notary Public and may be presented to Kredittbank S.A. Luxembourg, 43, Boulevard Royal, Luxembourg or to the other Paying Agents named on the Notes:

0008 0156 02952 0202 0508 0587 0920 1124 1261 1425 1544 1564
0009 0158 03002 0209 0522 0510 0526 0574 1130 1303 1428 1544 1564
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UK NEWS

Talks on cheap electricity plan to be advanced

BY MAURICE SAMUELSON

NEGOTIATIONS between the coal and electricity industries and the Government will be speeded up in the new year on a plan to supply cheaper power to a number of big users heavily reliant on electricity for their manufacturing processes.

The cheaper power would be linked to a special tonnage of power-station coal intended for several factories that have long complained of having to pay substantially more for their power than many continental European competitors. They include parts of the steel, chemicals, paper, plastics and glass industries.

If the discussions succeed, the plan would be introduced in April. Some of the obstacles to the plan appear to have receded after last week's meeting of the Electricity Council - the umbrella body of the 12 area electricity boards and the Central Electricity Generating Board (CEGB) - which agreed to put a set of proposals to the Department of Energy.

Some of the area boards, which act as the industry's sales force, are worried that they might be accused of giving undue preference to cer-

tain customers at the expense of others, and were therefore less enthusiastic about the idea than the CEGB or the National Coal Board (NCB).

While agreeing on the case for helping the heavy-load industrial consumers, some parts of the electricity industry had favoured a scheme, called toll processing, whereby the power stations would burn cheaper tonnages of coal sold directly to the electricity users by the coal board, thus absolving the electricity industry from front-line responsibility for it.

Toll processing is anathema to the NCB, which fears it would be seen as yet another hidden government subsidy to the coal industry.

As a result, the electricity industry appears quietly to have dropped the notion of toll processing and is trying to work out a compromise that would minimise the potential embarrassment to the NCB.

In Whitehall, last week's Electricity Council proposals were welcomed as an important stage in formulating a policy that can now be considered in detail by the Government.

CEGB confirms delay on Channel cable link

THE CENTRAL Electricity Generating Board (CEGB) has finally admitted that the first imports of electricity from France are being delayed until 1986 because of hitches in completing its cross-Channel cable link with Electricité de France (EdF), Maurice Samuelson writes.

The board conceded that it did not expect the first power to flow through the cables until some time next month, instead of in December, as forecast earlier.

The December target had itself

been fixed after the failure of a trial switch-off at the end of October due to breaks in some of the undersea cables.

The board said it was now looking to next month for the first power flows between the two utilities.

The delays appear to bear out the less optimistic view of EdF that the first commercial electricity movements between the two countries will not start until spring - too late to contribute to Britain's electricity demand at the height of the winter.

Newest reactors' power flaws fuel support for rival PWR

BY DAVID FISHLOCK, SCIENCE EDITOR

DISCLOSURE that Britain's newest nuclear reactors will not be fully available for this winter's peak demand, or even for next winter's peak, despite a £100m emergency repair programme, is refuelling the national debate over rival reactor types.

Britain's latest advanced gas-cooled reactors (AGRs), at Heysham in north-west England, and Hartlepool in north-east England, are unable to raise more than about 60 per cent of their design output, the Central Electricity Generating Board (CEGB) has revealed.

The board said last week that it was curtailing its capital spending in all other directions in order to raise £100m internally for a top-priority programme of refurbishment for the two 3,000 Mw nuclear stations.

About £40m is expected to be spent in the coming year.

AGRs proponents see the disclosures as another move by supporters of the rival US pressurised water reactor (PWR) to discredit the hapless AGR.

But the board says it is losing

£15m for every 1,000 kw-hours (units) of electricity it fails to obtain from its AGR plant, by having to burn coal instead.

The forthcoming public inquiry report on the Sizewell B PWR project is expected to comment on the case for building more AGRs in Britain, instead of adopting the PWR.

The Heysham and Hartlepool AGRs are of a different design to the earlier AGRs at Hinkley, in south-west England, and Hunterston in Scotland.

When ordered in the early 1970s they were seen as a significant engineering advance by the CEGB, partly because their boilers - stacked in concrete pods outside the reactor itself - can be lifted out for repair.

But, like the earlier AGRs, they have also proved difficult to construct and frustratingly slow to raise to satisfactory levels of performance. Even the earlier AGRs stopped their full design output.

Since coming on-load two years ago, the four new 800Mw reactors

have reached an average maximum output of only 400Mw despite painstakingly slow construction over 10 to 14 years in each case.

The CEGB's engineering director recently precipitated a top-level row when it reported that Heysham and Hartlepool appeared to be stuck at this output until they had spent a further £100m.

The engineers have identified three interrelated reasons why higher power levels cannot be reached reliably at present.

One relates to the performance of their unique helical boilers, built by Babcock International, and operating at very high power densities. The engineers want to spend about £30m modifying the 32 boilers involved to get a more stable balance between the flow of hot gas from the reactor and the output of steam. They have successfully modified one boiler and believe they now know how to stabilise boiler performance at high output.

Each reactor will be out of action for six to eight weeks. But the changes are expected to add 100Mw to the output of each reactor.

Ships' pilots vote to join TGWU

BY DAVID THOMAS, LABOUR STAFF

MEMBERS of the 101-year-old association representing most of Britain's ships' pilots have voted overwhelmingly to join the Transport and General Workers' Union (TGWU).

The 1200-strong UK Pilots' Association had set the high target of 80 per cent of the votes cast in its ballot to approve the merger. The vote - 720 in favour and 182 against - exceeded that target.

The association will become part of the TGWU's docks and waterways section, and will add to the union's already considerable industrial strength in Britain's ports.

The association believes that with the 200 pilots who are already members, almost all of Britain's pilots will now be members of the TGWU.

The association's leaders had indicated before the vote that the merger move reflected their members' anxiety at government proposals to decentralise the pilotage service to local port authorities, with a consequent loss of jobs.

Mr Clive Wilkin, the association's chairman, said yesterday that the vote also reflected the pilots' concern at government proposals that would mean pilots losing their self-

employed status and becoming port workers.

He said: "If we are to be port workers, we will have to be in the same union as the rest of port workers."

The association's leaders said before the vote that they were recommending the merger even while acknowledging that many of their members politically supported the Conservative Party. Mr Wilkin said that it was a very sad day and that the Government has forced 1200 particularly right-wing pilots to join the TGWU.

Airports handle more traffic

By Michael Donne

THE GROWTH in UK air traffic throughout the past year continued during November. The British Airport Authority's seven airports handled 3.48m passengers, 4.1 per cent more than in November 1984.

For the 12 months to the end of November, the airports handled more than 32.7m passengers, up by 8.3 per cent from the previous 12 months.

During November, traffic handled by London's Heathrow rose by 3.1 per cent to exceed 2.5m, compared with November last year, while Gatwick, London's second airport, showed a 9.4 per cent gain to 776,000.

Glasgow Airport's terminal is to be extended over the next 10 years to a scheme aimed at keeping that airport in the forefront of regional airport development.

Tyndall Bank

(Isle of Man) Ltd
Kensington Road, Douglas
Isle of Man. Tel: 0624 22021

Interest Rates
Sterling Money Account 11.00%
Dollar Money Account 7.00%



With effect from the start of business on 23rd December 1985, the interest margin over TSB Base Rate on TSB England & Wales Moneyplan Accounts will change from 8% to 10.5%. The interest rate charged from 23rd December 1985 until the date of the next Base Rate change will be 22% p.a.

TSB England & Wales, St Mary's Court,
100 Lower Thames Street, London EC3R 6AQ.



First Union General Investment Trust Limited
Incorporated in the Republic of South Africa
ANALYST FOR THE LIBERTY TRUST GROUP

PRELIMINARY PROFIT ANNUAL STATEMENT for the year ending 31 December 1985

	Year ending 31 December 1985	Year ending 31 December 1984	Year ended 31 December 1984
Net income after taxation	£20,000,000	£17,715,000	£17,715,000
Weighted number of shares on which earnings per share are based	26,957,000	21,611,000	21,611,000
Earnings per share	74.5p	81.9p	81.9p
Dividends per share (declared 1 June 1985) (Actual - 7.5 cents)	6.8 cents	6.8 cents	7.0 cents
Final - declared 12 December 1985	12.5 cents	10.9 cents	12.0 cents
Total dividends per share (Actual for 1985 - 20.0 cents)	19.3 cents	17.7 cents	19.0 cents
Net asset value per share	521 cents	415 cents	457 cents

1. Surpluses on realisation of investments have been transferred to a non-distributable reserve in terms of the articles of association of the company and have not been included in the net income after taxation set out above.

2. In the calculation of the weighted number of shares on which earnings per share are based the number of shares in issue at 1 January 1985 has been increased to account for the one-for-one bonus capitalisation vote in July 1985 and adjusted to take account of the fact that certain shareholders elected to set aside the special dividend of 50 cents per share in lieu of the bonus capitalisation shares to which they were entitled. The interest dividend of 7.5 cents per share declared on 1 June 1985 has been included at 6.8 cents per share to adjust for the one-for-one bonus capitalisation vote.

3. The comparative figures for the year ended 31 December 1984 reflect both the actual results and the related results which have been adjusted to account for the one-for-one bonus capitalisation vote in July 1985.

4. The net asset value shown under 31 December 1985 was calculated at the time of the balance sheet on 31 December 1985 after deducting the final dividend then declared.

DECLARATION OF FINAL DIVIDEND in respect of the year ending 31 December 1985

Notice is hereby given that final dividend No. 50 of 12.5 cents per share has been declared in respect of the year ending 31 December 1985 payable to shareholders registered in the books of the company at the close of business on Tuesday, 24 December 1985.

The dividend has been declared in the currency of the Republic of South Africa and cheques in payment thereof will be posted from the offices of the South African and United Kingdom transfer secretaries on or about 10 January 1986. Non-UK shareholders' tax at the rate of 15% will be deducted from dividends where applicable.

On behalf of the board
D Gordon (Chairman)
J R McAlister (Director)
Johannesburg
12 December 1985

South African transfer secretaries
Central Registrars Limited
4th Floor, 154 Market Street
Johannesburg, 2001
(PO Box 484)
Johannesburg, 2000

United Kingdom transfer secretaries
Hill Samuel Registrars Limited
6 Leicestershire Place
London SW1P 1PL

NOTICE OF THIRD PARTIAL REDEMPTION

THE KINGDOM OF DENMARK

Issue of US\$ 100,000,000 13% Notes due 1992 with 100,000 Warrants to subscribe 12% Notes due 1992

Pursuant to paragraph "Redemption and Purchase" of the Terms and Conditions of the Notes, notice is hereby given that as a result of exercise of Warrants, Notes for an additional aggregate principal amount of US\$ 20,000,000 will be redeemable on January 24, 1986 at 101 per cent plus interest to the date of redemption. The exercise of the Warrants (i.e. US\$ 639.17 per denomination of US\$ 5,000) from January 31, 1985 to the date of redemption.

The Notes bearing the following serial numbers have been drawn by lot in the presence of a Notary Public and may be presented to Kredietbank S.A. Luxembourg, 43, Boulevard Royal, Luxembourg or to the other Paying Agents named on the Notes:

00007	00495	01109	01731	02272	03749	04299	04822	05288	05880
00010	00511	01117	01732	02374	03031	03702	04398	05119	05865
00013	00522	01124	01733	02381	03038	03709	04405	05126	05878
00016	00532	01132	01741	02391	03047	03718	04414	05135	05889
00019	00543	01141	01750	02400	03056	03727	04423	05146	05900
00022	00553	01150	01759	02409	03065	03736	04432	05157	05911
00025	00564	01159	01768	02418	03074	03745	04441	05168	05922
00028	00574	01168	01777	02427	03083	03754	04450	05179	05933
00031	00585	01177	01786	02436	03092	03763	04459	05190	05944
00034	00595	01186	01795	02445	03101	03772	04468	05201	05955
00037	00606	01195	01804	02454	03110	03781	04477	05212	05966
00040	00616	01204	01813	02463	03119	03790	04486	05223	05977
00043	00627	01213	01822	02472	03128	03799	04495	05234	05988
00046	00637	01222	01831	02481	03137	03808	04504	05245	05999
00049	00648	01231	01840	02490	03146	03817	04513	05256	06010
00052	00658	01240	01849	02500	03155	03826	04522	05267	06021
00055	00669	01249	01858	02509	03164	03835	04531	05278	06032
00058	00679	01258	01867	02518	03173	03844	04540	05289	06043
00061	00690	01267	01876	02527	03182	03853	04549	05300	06054
00064	00700	01276	01885	02536	03191	03862	04558	05311	06065
00067	00711	01285	01894	02545	03200	03871	04567	05322	06076
00070	00721	01294	01903	02554	03209	03880	04576	05333	06087
00073	00732	01303	01912	02563	03218	03889	04585	05344	06098
00076	00742	01312	01921	02572	03227	03898	04594	05355	06109
00079	00753	01321	01930	02581	03236	03907	04603	05366	06120
00082	00763	01330	01939	02590	03245	03916	04612	05377	06131
00085	00774	01339	01948	02600	03254	03925	04621	05388	06142
00088	00784	01348	01957	02609	03263	03934	04630	05399	06153
00091	00795	01357	01966	02618	03272	03943	04639	05410	06164
00094	00805	01366	01975	02627	03281	03952	04648	05421	06175
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00100	00826	01384	01993	02645	03299	03970	04666	05443	06197
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00106	00847	01402	02011	02663	03317	03988	04684	05465	06219
00109	00858	01411	02020	02672	03326	03997	04693	05476	06230
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00124	00910	01456	02065	02717	03371	04042	04738	05531	06285
00127	00921	01465	02074	02726	03380	04051	04747	05542	06296
00130	00931	01474	02083	02735	03389	04060	04756	05553	06307
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00142	00973	01510	02119	02771	03425	04096	04792	05597	06351
00145	00984	01519	02128	02780	03434	04105	04801	05608	06362
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00163	01047	01573	02182	02834	03488	04159	04855	05674	06428
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00286	01459	01942	02551	03203	03857	04528	05225	06125	06879
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00349	01669	02131	02740	03392	04046	04717	05414	06356	07100
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00355	01689	02149	02758	03410	04064	04735	05432	06378	07122
00358	01699	02158	02767	03419	04073	04744	05441	06389	07133
00361	01709	02167	02776	03428	04082	04753	05450	06400	07144
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06304 07258 07999 08773 09515 10318 11062 11776 12533 13247 13983 14691 15399 16107 16815 17523 18231 18939 19647 20355 21063 21771 22479 23187 23895 24603 25311 26019 26727 27435 28143 28851 29559 30267 30975 31683 32391 33099 33807 34515 35223 35931 36639 37347 38055 38763 39471 40179 40887 41595 42303 43011 43719 44427 45135 45843 46551 47259 47967 48675 49383 50091 50799 51507 52215 52923 53631 54339 55047 55755 56463 57171 57879 58587 59295 60003 60711 61419 62127 62835 63543 64251 64959 65667 66375 67083 67791 68499 69207 69915 70623 71331 72039 72747 73455 74163 74871 75579 76287 76995 77703 78411 79119 79827 80535 81243 81951 82659 83367 84075 84783 85491 86199 86907 87615 88323 89031 89739 90447 91155 91863 92571 93279 93987 94695 95403 96111 96819 97527 98235 98943 99651 100000	06305 07259 08000 08774 09516 10319 11063 11777 12534 13248 13984 14692 15399 16108 16816 17524 18232 18940 19648 20356 21064 21772 22480 23188 23896 24604 25312 26020 26728 27436 28144 28852 29560 30268 30976 31684 32392 33099 33808 34516 35224 35932 36640 37348 38056 38764 39472 40180 40888 41596 42304 43012 43720 44428 45136 45844 46552 47260 47968 48676 49384 50092 50800 51508 52216 52924 53632 54340 55048 55756 56464 57172 57880 58588 59296 60004 60712 61420 62128 62836 63544 64252 64960 65668 66376 67084 67792 68500 69208 69916 70624 71332 72040 72748 73456 74164 74872 75580 76288 76996 77704 78412 79120 79828 80536 81244 81952 82660 83368 84076 84784 85492 86200 86908 87616 88324 89032 89740 90448 91156 91864 92572 93280 93988 94696 95404 96112 96820 97528 98236 98944 99652 100000	06306 07260 08001 08775 09517 10320 11064 11778 12535 13249 13985 14693 15400 16109 16817 17525 18233 18941 19649 20357 21065 21773 22481 23189 23897 24605 25313 26021 26729 27437 28145 28853 29561 30269 30977 31685 32393 33100 33809 34517 35225 35933 36641 37349 38057 38765 39473 40181 40889 41597 42305 43013 43721 44429 45137 45845 46553 47261 47969 48677 49385 50093 50801 51509 52217 52925 53633 54341 55049 55757 56465 57173 57881 58589 59297 60005 60713 61421 62129 62837 63545 64253 64961 65669 66377 67085 67793 68501 69209 69917 70625 71333 72041 72749 73457 74165 74873 75581 76289 76997 77705 78413 79121 79829 80537 81245 81953 82661 83369 84077 84785 85493 86201 86909 87617 88325 89033 89741 90449 91157 91865 92573 93281 93989 94697 95405 96113 96821 97529 98237 98945 99653 100000	06307 07261 08002 08776 09518 10321 11065 11779 12536 13250 13986 14694 15401 16110 16818 17526 18234 18942 19650 20358 21066 21774 22482 23190 23898 24606 25314 26022 26730 27438 28146 28854 29562 30270 30978 31686 32394 33101 33810 34518 35226 35934 36642 37350 38058 38766 39474 40182 40890 41598 42306 43014 43722 44430 45138 45846 46554 47262 47970 48678 49386 50094 50802 51510 52218 52926 53634 54342 55050 55758 56466 57174 57882 58590 59298 60006 60714 61422 62130 62838 63546 64254 64962 65670 66378 67086 67794 68502 69210 69918 70626 71334 72042 72750 73458 74166 74874 75582 76290 76998 77706 78414 79122 79830 80538 81246 81954 82662 83370 84078 84786 85494 86202 86910 87618 88326 89034 89742 90450 91158 91866 92574 93282 93990 94698 95406 96114 96822 97530 98238 98946 99654 100000	06308 07262 08003 08777 09519 10322 11066 11780 12537 13251 13987 14695 15402 16111 16819 17527 18235 18943 19651 20359 21067 21775 22483 23191 23899 24607 25315 26023 26731 27439 28147 28855 29563 30271 30979 31687 32395 33102 33811 34519 35227 35935 36643 37351 38059 38767 39475 40183 40891 41599 42307 43015 43723 44431 45139 45847 46555 47263 47971 48679 49387 50095 50803 51511 52219 52927 53635 54343 55051 55759 56467 57175 57883 58591 59299 60007 60715 61423 62131 62839 63547 64255 64963 65671 66379 67087 67795 68503 69211 69919 70627 71335 72043 72751 73459 74167 74875 75583 76291 76999 77707 78415 79123 79831 80539 81247 81955 82663 83371 84079 84787 85495 86203 86911 87619 88327 89035 89743 90451 91159 91867 92575 93283 93991 94699 95407 96115 96823 97531 98239 98947 99655 100000	06309 07263 08004 08778 09520 10323 11067 11781 12538 13252 13988 14696 15403 16112 16820 17528 18236 18944 19652 20360 21068 21776 22484 23192 23900 24608 25316 26024 26732 27440 28148 28856 29564 30272 30980 31688 32396 33103 33812 34520 35228 35936 36644 37352 38060 38768 39476 40184 40892 41600 42308 43016 43724 44432
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MANAGEMENT

JEAN PEYRELEVADE, the Socialist banker at the helm of France's state-owned Compagnie Financière de Suez, has been navigating a uniquely tricky passage during the last three years.

Peyrelevede was previously one of the main economic advisers to Pierre Mauroy, the first Prime Minister in the Mitterrand administration which came to power in 1981. He played a key role in putting into effect the Socialist nationalisation programme which, in February 1982, brought Suez into a wide range of French banking and industry, into state ownership.

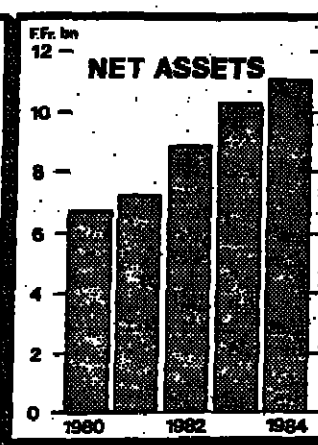
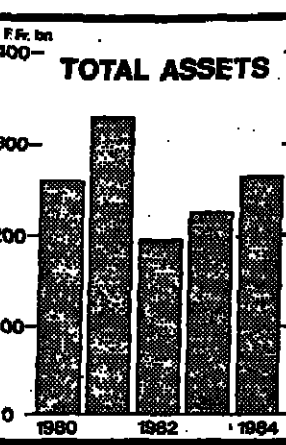
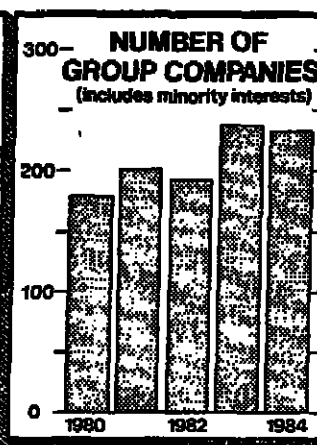
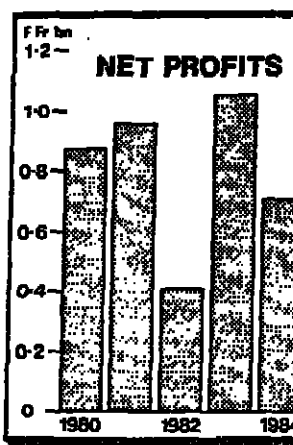
Since promotion in March 1983 to chair Suez — a sprawling industrial and financial holding group with net assets of more than FF1,100 (€195m), first set up in 1858 to build the Suez Canal — Peyrelevede, 48, has crossed over to the other side.

His response to the dilemmas and difficulties of running a nationalised financial group — many of them unforeseen in 1982 — has been instructively ironic.

Sharpened by the experience of living with the consequences of nationalisation, Peyrelevede has emerged as one of the most vocal exponents of pragmatism in Socialist economic policies. He is now openly in favour of private shareholders progressively taking minority stakes in companies wholly nationalised in 1982, and unlike most of his fellow nationalised company chairmen, he is not afraid to criticise the Government in public for not fully living up to its duties as a capitalistic shareholder in financial groups like Suez — although he thinks that the state's handling of the industrialised companies nationalised in 1982 in general has been a success.

The spread of the Suez group's activities reads like a roll call of the strengths and weaknesses of French industry and finance. A total of 57 per cent of consolidated profits of FF1,040m last year (reduced to FF705m at the net level because of charges associated with the progressive sale of its stake in the Credit Industriel et Commercial banking group) came from abroad. With intentions across 80 countries, the group maintains a strong presence inherited from colonial times in the Middle East, Asia and Africa.

Suez cost the State FF1,400 to take over in 1982 with the basis of its prevailing value on the stock market. Its market value, after successive capital increases and a big rise in the Paris bourse, is now at FF1,100 on the basis of the present stock market price of



A vocal exponent of pragmatism

David Marsh talks to Jean Peyrelevede, the French Government adviser turned chairman of Compagnie Financière de Suez

non-voting preference shares (certificats d'investissement) issued to private shareholders this summer. Suez is one of the main companies which the right wing opposition has promised to denationalise if it returns to power in general elections next March. The electoral question thus not only poses a threat to Peyrelevede's future — but could also potentially herald partial dismemberment of one of France's most many-sided and least understood conglomerates.

"When I arrived," says Peyrelevede, "the company did not appear to have a strategy. There was no one responsible for taking non-banking participations, no corporate planning, no budgetary procedures."

Peyrelevede's response has been to build up a stronger head office team working on taking investments in small and medium sized businesses, including some in the venture capital area. Peyrelevede has also been trying to fudge the company's international trading and transport interests into a more effective force. And through efforts to link up the group's banking and insurance interests across 80 countries, the group maintains a strong presence inherited from colonial times in the Middle East, Asia and Africa.

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group in 1982; and Patrick Ponsolle, 41, who joined the group in 1983 from the civil service, where he was one of the top aides to Laurent Fabius, the present Prime Minister, during the latter's time as Budget Minister.

Worms admits that Suez is on a "learning curve" in building up its investments in promising small and medium businesses. Although it has assembled an important financial arsenal in the form of a newly created FF1,500m investment company with other banks and institutions, the pace of investment has been slow up to now.

Aggressive

Some of Suez's competitors say this is partly because the group is not aggressive enough. An executive in charge of investment banking at a leading US bank in Paris says: "In this business, you have to be a killer. They're not killers."

Suez owns 100 per cent of Banque Indosuez, a product of the takeover in 1972 of the Indosuez banking group and merger with its own banking activities. One of the most internationally active and dynamic of French banks, Indosuez accounted last year for 38 per cent of the group's net assets and 47 per cent of profits. The bank's assets in Saudi Arabia — where it owns 40 per cent of Al Bank Al Saudi Al Farsi — are worth FF1.1bn. The problems in the Saudi banking sector have caused a drop in this bank's profits this year.

Suez lost through nationalisation its prime industrial holding of 17.5 per cent in the steel and

glass conglomerate Saint Gobain Pont à Mousson built up through acquisition and merger in the 1960s. But among the 233 investments included in its accounts for last year are important minority stakes in Bouygues, the country's largest construction group, and Société Lyonnaise des Eaux, one of France's two big private sector water utilities.

After an interim period of stewardship under Georges Fiescoff, the former head of Assurances Generales de France, Peyrelevede 31 months ago took over Suez as the group's fourth chairman in two years.

Inheriting a financial and industrial empire which had expanded and grown powerful during the boom years of the 1960s and early 1970s but which had been weakened by nationalisation, Peyrelevede's first task was to reconstruct its strength. Ironically, in a series of complicated operations during the past 21 years, Peyrelevede has been rebuilding Suez partly by re-absorbing banking subsidiaries and financial affiliates from which it was separated by nationalisation.

He has also had to make his peace with powerful figures from the former Suez management, who, using personal connections and cross-shareholding links across the family of Suez participations, have succeeded in removing parts of the group from central parent company control.

Unlike Paribas, the other of the two private sector holding companies where the former Suez management has been able to maintain a more or less autonomous presence, the hostility of the Socialists in

opposition before 1981, Suez since nationalisation has been singled out to assist several "lame duck" banks nationalised in 1982.

However, Peyrelevede in his previous career with Credit Lyonnais, the No. 2 nationalised bank, was pleading the need for economic rigour long before the Socialists were forced to choose it as official policy. Since leaving the Prime Minister's office for Suez's headquarters in the Rue d'Assolvi, he has shown steady determination in resisting day-to-day intrusion by the Government into the group's affairs.

Peyrelevede, who combines an informal business manner with a fierce Christian morality, chides the previous Suez management for paying insufficient attention to using the group's resources to strengthening France's industrial structure. Under Jacques Georges-Picot and Michel Caplain, two chairmen who, during 25 years, placed their mark on Suez after its Suez canal assets were nationalised by President Mitterrand in 1982, the company grew steadily through a series of acquisitions, mergers and stock market "coups". But in the more difficult business climate after the first oil shock, by the 1980s Suez appeared to have run out of steam.

Peyrelevede's efforts to reforge the group's former links have earned him the image of a "reviver" within Suez. He's very prudent, compared with the barons who ran Suez before him," says a financial analyst. Lord Cromer, a former governor of the Bank of England, who still sits on the board of the group's Suez International subsidiary, says he has the impression that Suez is "a fairly conservatively-run affair."

Jack Francis, now aged 71, the longtime Suez managing director during the Caplain era, is still on the board (along with Peyrelevede) of the Suez insurance holding company in which Suez has a direct 34 per cent stake. Through his chairmanship of another holding company (Compagnie Industrielle, owned 10 per cent by Suez, and which owns 48 per cent of Victoire), Francis has effective control over Suez, along with some other less important subsidiaries which are also partly owned by Suez.

Philippe Malet, who chaired Suez after the death of Caplain in 1981 up to the 1982 state takeover, is also on the Suez board. He is head of another of the tangled web of Suez holding companies, Lille, Bonnières et Colombes, which owns companies in the industrial, property and oil sectors.

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Influence

Shortly after he became chairman, Peyrelevede reached an agreement with France's with the help of associates opposed to nationalisation, but he says France needs to maintain a strong state sector. "In view of the uncertainties in the world economy, for a company to have the backing of a state shareholder is no bad thing. What does shock me is that there are certain groups and people in France who are thinking not in terms of their future role as shareholders, but simply in terms of money — but simply of acquiring power."

Business courses

Metal profitability. London, February 24-25. Fee: Full convention place £450 plus VAT; quarter/half/full day rates available. Early payment fees available before January 7. Details from RMDR 61-63 Ship Street, Brighton, Sussex BN1 1AE. Tel: 0273 203881/3. Telex: 87523 FSI G RETAIL.

The essentials of commercial contracting. London, February 11-12. Fee: £450. Details from Cordelia Currier, Lion International, Premier House, Southampton Row, London WC1B 5AL. Tel: 01-833 2705. Telex: 24687 (IMP-EMP G) Attention: Lion International. Fax No: 01-830 6438.

Techniques of scenario planning. Brunel, February 3-7. Fee: £625. Details from the secretary, Management Programme, Brunel University, Uxbridge, Middlesex UB8 3PH. Tel: 0895 56461 Ext 215.

How effective is your personnel department? Uxbridge, January 22. Fee: £145. Details from the Secretary, Management Programme, Brunel University, Uxbridge, Middlesex UB8 3PH. Tel: 0895 56461 Ext 215.

New product development. Banbury, February 19-21. Fee: Members £253; non-members £245. Details from the Courses Secretary, The Market Research Society, 15 Belgrave Square, London SW1X 8PF. Tel: 01-235 4709.

Supervision — an introduction to managing people. London, February 5-7. Fee: Members £330 + VAT; non-members £380 + VAT. Details from Course Secretary, SAGE Training Services, 16 Park Crescent, London W1N 4AP. Tel: 01-636 5851.

Successful public relations. London, February 4-5. Fee: £431.25. Details from Miss J. K. Van Wyke, Seminar Division, Crown Eagle Communications, Vernon House, Sicilian Ave., London WC1A 2QT. Tel: 01-942 4111. Telex: 896827 TACS G (ref. 1302).

Qualitative methods of research: a matter of interpretation. Amsterdam, February 5-7. Details from ESOMAR Central Secretariat, J. J. Vrieststraat 107R, PO Box 100, The Netherlands. Tel: (020) 64-21.41. Telex: 18535 ESMAR NL.

Handling customers by phone and by letter to improve the company's sales and income. London, February 20. Fee: £110 + VAT. Details from IMI International Training Centre, Cookham, Maidenhead, Berks SL6 9QH. Tel: 06285 24922, Ext. 29.

EDITED BY ALAN CANE

TECHNOLOGY

Fax of life—Japanese style

Roy Garner in Tokyo on office automation pitfalls

JAPANESE TRADE barriers are gradually crumbling with the result that growing numbers of Western companies are contemplating a local presence to take advantage of Japan's large and dynamic consumer markets.

A significant difficulty, however, for such companies is establishing the best way to handle their data processing requirements in Japan. A company could pay dearly for too many mistakes here.

Richard W. Sullivan of the consultancy Arthur Andersen, is of a limited number of foreign analysts with substantial experience of this problem. Now leaving Japan after four years, he has several pertinent points to make about Japanese office automation and the hurdles incoming Western companies have to overcome to make the best of it.

First, familiar equipment is unlikely to be of much use, he says. "The equipment people are used to is not generally available." Companies such as Mitel, AT & T and Olivetti have either not yet arrived or are very new in the market so must either be imported or purchased locally. "The first thing to put in your office is a facsimile or word machine — perhaps a multiple fax. Telex is virtually useless over here; fax is the primary mode of operation."

In Japan, as in truth in the

West, business people tend to buy word processors and personal computers unit by unit.

Mr Sullivan recalls one Japanese company which had bought 150 personal computers from 12 different vendors and of 25 different models, a policy which he says is typical of Japan, where each department makes its own purchase decisions, leading to a "fruit salad" of equipment.

Changes are in the wind, however, and signs of a more coordinated approach to O/A have come in the wake of the launch of the IBM 6550 "Multistation". Following the IBM lead, more Japanese sellers and buyers are looking towards the multifunction workstation concept for the office.

There are few installations as yet, largely because the Japanese are unclear how they can justify the extra financial outlay.

For compatibility, a company buys non-Japanese imported equipment, the costs are likely to be 50-100 per cent above those for Japanese goods. Also, whereas large discounts

and import tariffs of between 4.9 per cent and 6 per cent mean that discounts for foreign goods will rarely be above 10 per cent.

Mr Sullivan believes that, at the PC or word-processor level, imported goods can be a feasible proposition for the new entrant, but there are technical hurdles to cross.

Japanese machines feature a built-in auto-switch which allows for either 50 cycle or 60 cycle operation, as used in different regions of Japan, but foreign goods sometimes need modification.

The real problems come when communications are involved. Items such as modems and PBXs, which have to be hooked up to the phone system are a waste of time and money to bring over from the west. One simple problem is that each individual manufacturer of telecommunication equipment must acquire government licences for its specific hardware, but difficulties are broader.

Many pitfalls can be seen to await the unwary newcomer on the communications scene, and the problems are compounded by a scarcity of experienced telecommunications consultants;

Conversely, for many foreign telecommunications sellers, Japan's inexperience could provide a business bonanza.

Mr Sullivan says: "You can really cash in here with any telecommunication cash-saving device, now that regulation has been eased to allow players lining up for the telecom market, and the rapid changes demand almost a daily monitoring of the scene."

For the ordinary user, Mr Sullivan suggests there can be big savings for those companies which make sure they know what is available.

Mr Sullivan stresses that there is a "reviver" within Suez. He's very prudent, compared with the barons who ran Suez before him," says a financial analyst.

Lord Cromer, a former governor of the Bank of England, who still sits on the board of the group's Suez International subsidiary, says he has the impression that Suez is "a fairly conservatively-run affair."



Automation such as in this Japanese dealing room is the exception rather than the rule

relied on," and thus seeing is

● avoid a fruit salad of equipment, with attendant problems, by carefully prepared purchasing.

● plan to commit substantial time and effort to making your O/A approach work first time.

Personal skills and organisational differences are other major factors influencing office automation. Of special importance is the Japanese aversion to the keyboard. As recently as three years ago Japanese language word-processing was a novelty, and previously few people had a typewriter or keyboard device. Except for companies less than three years

old, almost no one in business today has keyboard experience.

Senior staff, wishing to avoid embarrassment in front of their subordinates, generally brand keyboard work as a clerical and executive support system and the access of data from outside the computer is like trying a donkey to a jet plane.

Pressure for change exists however. Japanese companies are less concerned with financial savings than with finding a better response in operations through office automation.

Foreign companies, meanwhile, are looking first at all for reduced overheads and they are automating as a key cost-cutting device.

Software treatment for personnel

AFTER YEARS of neglect, computerised personnel management systems have suddenly become the flavour of the month.

Why this should be, is tied up with the dramatic changes in economic circumstances over the past few years coupled with the falling cost of computer hardware.

Personnel was very much the poor relation when larger companies were installing their (mainframe) systems. Now that a company's competitiveness and survival may depend on its personnel policies, everybody is looking for help through automation.

Several companies already offer mainframe-based personnel packages — they include IBM, ICL, McCormack and Dodge, Package Programs, Peteborough Software and Plessey. The chief growth, however, has been in packages destined for minicomputers and micros. According to surveys by the Institute of Personnel Management, between 1983 and 1985

mini-based systems grew from five per cent to 13 per cent of all systems installed, micro-based systems from four per cent to 24 per cent while mainframe-based systems declined from 76 per cent to 55 per cent.

The small difference from 100 per cent is made up by a decline in companies moving away from personnel systems supplied by computer bureaux.

Low-cost micro-and mini-based systems made it possible for the personnel department to get away from the stranglehold of the data processing centre; it was able to set up its own system, tailored to its own requirements without the need to join the backlog of jobs scheduled for the mainframe.

Now MSA, one of the largest independent suppliers of packaged software has launched an IBM mainframe-based personnel system with two unusual features for a package from this US company. It is one of the first MSA packages which the

customer can tailor to his or her own requirements and it was designed and written in the UK.

The author is Brian Male, formally a personnel manager with the John Lewis Partnership and now an MSA sales support consultant.

Mr Males says, the system has been designed to be extremely comprehensive in the information it will store.

The package operates in conjunction with MSA's Payroll package and its "Information Expert" a data dictionary and fourth generation language which provides the mechanism for retrieving the information.

The cost of the package is between £30-40,000 but can fall to considerably less, if a customer is an MSA user already.

MSA has some 260 IBM sites in the UK. The Royal Borough of Windsor and Maidenhead will be one of the first users of the system.

ALAN CANE

European venture for amorphous silicon

TWO BRITISH companies are supporting Messerschmitt-Bölkow Blohm of West Germany and Solems of France in a European-wide venture to make amorphous silicon, a "disorderly" form of the element particularly useful in solar cells.

The venture is one of 10 technology projects announced last month under Eureka, the pan-European research programme backed by 18 West European countries.

Edwards High Vacuum of Crawley, Sussex, which is part of the BOC group, and Plasma Technology, based in Winton near Bristol, have joined forces to develop a range of hardware to make amorphous silicon. The equipment will probably be used in Eureka.

The material is different from the monocrystalline silicon normally used in the semiconductor business. In the latter, atoms of silicon are arranged regularly in an ordered lattice framework. In amorphous silicon, in con-

trast, the atoms are spread unevenly throughout the material. Predicting the positions of individual atoms is therefore difficult, which increases the problems of turning it into integrated circuits.

In theory, however, amorphous silicon can be produced more easily and cheaply than the better known form of the element. To make the latter, crystals are deposited from molten silicon using expensive machines called crystal pullers.

To make the amorphous variety, atoms from a gas such as silane (silicon hydride) are deposited on to a substrate such as glass or stainless steel.

Companies in Japan and the US, for instance Nippon Steel and Energy Conversion Devices, have pioneered applications of amorphous silicon.

In particular, this form of the material has become useful in photovoltaics, the conversion of sunlight to electricity in silicon solar cells. Cells made from

the amorphous form of the material can be turned out cheaply.

So far, however, little activity in amorphous silicon production has taken place in Europe. This is in spite of the fact that many of the scientific principles behind production were first investigated at two British research centres: STL (the research laboratory of STC, the telecommunications company) and Dundee University.

Edwards High Vacuum and Plasma Technology say they are "actively supporting" the venture by MBB, best known for aerospace, and Solems, owned by Total, the oil company. Mr Alex Mudge, systems business director at Edwards, says he hopes MBB and Solems will buy equipment from the British joint venture within a year.

The two UK companies may also help the European project by collaborating in further research, for instance in how to increase the efficiency of solar

cells made from amorphous silicon.

There is speculation that a further British company, BP, could become involved. It is working on amorphous silicon at its main research centre at Sunbury-on-Thames, near London, but is keeping its research under wraps for fear of divulging information to competitors.

In the machines developed jointly by Edwards and Plasma a set of chambers deposits layers of amorphous silicon and other materials on to a glass substrate. In each chamber, a gas in the form of a plasma (hot ions) releases silicon in the amorphous form to build up a thin film of material.

A three-chamber system would cost about £300,000. In production, the glass substrate would be transferred automatically between the three chambers.

PETER MARSH

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Hardware for factory control

THE National Engineering Laboratory in East Kilbride, is developing a set of general purpose control hardware to help factories schedule their work.

The equipment will be of the kind used in offices of those who plan production. With the hardware, to be based on four MC-1 computers made by Whitechapel Computer Works of London, staff at the laboratory will attempt to co-ordinate factors such as demands from customers for finished products and the availability of factory hardware and operators to do specific jobs.

The system will use graphics displays so that a manager could call from the computer detailed diagrams of work that he wants to turn out. Details of work plans could be displayed in the form of bar charts. The system would also tell planners the results of issuing invoices to keep check on customers.

Another use of graphics could come from displays that show the consequences of re-arranging of factory machines. This would enable staff to experiment with new layouts of hardware.

Workers at the laboratory, funded by the Trade and Industry department, hope to finish prototypes of the system next spring.

Dual role chair

ROWCHAIR LEISURE, a company in London, is attempting to find commercial backers for a rowing machine that doubles as an ordinary steel chair.

The device, which could find favour among keep-fit enthusiasts short of space for exercise machines, features a sliding seat and a handle. By pulling and pushing the sliding seat to and fro, in the process building up leg, stomach and arm muscles.

More on 01-267 2112.

FINANCIAL TIMES SURVEY

Monday December 23 1985

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PORTUGAL
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Although the economy is performing better, Portugal is beset by doubts about entering the European Community. In agriculture and industry fears are widespread about impending competition.

Euphoria wanes over EEC entry

By DAVID WHITE

ONLY A WEEK away from EEC accession, the Portuguese should have reasons to be optimistic. Within the Community framework, the country can see its path ahead in a way it has not been able to since it ditched its archaic dictatorship in 1974. After a spell of forced austerity under the tutelage of the International Monetary Fund, the economy has this year performed better than forecast, and has started growing again.

Inflation lower

Textiles, the main export, are from now on safe from any protectionist threat from Europe, and quota limits are due to disappear.

None the less, worries are widespread in both agriculture and industry. Two important lobbies are opposed to entry—the communist union movement, for ideological reasons, and a conservative corporate sector, which questions whether Portuguese manufacturers are in any fit state to take on EEC competition.

In the country as a whole, any euphoria over the achievement of the European goal has been somewhat lost in a mood of general depression.

Certainly, securing Portugal's accession to the EEC was not enough to win Mr Mario Soares' Socialist party an election. With Mr Soares, the outgoing prime minister, himself standing aside, the party fell back into second place in parliamentary elections in October, as its Social-Democratic coalition

partners surged ahead under a new and distinctly more right-wing leadership.

The new Prime Minister, Mr Anibal Cavaco Silva, at the head of a one-party minority government, arrives with a much more expansionist message after the belt-tightening that has characterised the past two and a half years.

It was a tempting moment to force elections—and an appetising one for a new Government, with the worst of the recession over and with financial support about to materialise from the EEC.

The Soares Government had the hard and politically costly task of correcting economic imbalances and halting a soaring foreign debt. In the event, the conclusion that Mr Cavaco Silva reached at the same time as some leading socialist economists was that there was an over-correction.

The deficit on Portugal's balance of payments current account, more than \$3bn three years ago, is expected to be less than \$200m this year. Imports have gone down, mainly a reflection of the recession, while exports have increased strongly, partly because companies have been unable to sell on the weak home market.

The current view is that there is room to let the external deficit increase and to go for higher growth and consumption.

Thanks to continuing export strength—in the last three years, Portuguese exports have risen some 45 per cent in real terms—the economy has already returned to growth this year. At the same time, real wages have stopped declining after two years of steep setbacks.

However, investment has shown no sign of picking up. It plummeted by 20 per cent last year and has kept dropping in the interim. Mr Cavaco Silva blames business hesitation on a lack of confidence in the previous government and in the credibility of its programmes. But the change of government has failed to dispel political un-

Main Exports

Feb 1984 (Es bn)	
Agricultural and processed agricultural	85.7
Minerals, ceramics, glass (and articles thereof)	56.7
Chemical and allied industries	64.3
Wood and cork (including pulp)	110.2
Textile, clothing, footwear and accessories	256.5
Machinery and transport equipment	119.4
Exports (cif) by groups of countries (Es bn)	
EEC	497
USA	39.2
UK	153.8
Commonwealth	15.5
New Portuguese-speaking countries	8.2
Others	506.2

certainties. Portugal's political waters are, if anything, more turbid now than they were before.

The governing party has to rely on support in parliament from the new Democratic Renewal party, a formless and ill-defined movement tied vaguely to President of the Republic, General Antonio Ramalho Eanes, and to ideas of social progress and clean government.

Second pillar

Mr Cavaco Silva's objective of establishing a firm new leadership from the centre-right requires a second pillar in the figure of presidential candidate Mr Diogo Freitas do Amaral, a former Christian Democrat leader whom Mr Cavaco Silva's party is backing in next month's election to succeed General Eanes.

If this gambit should fail, it would leave a presidency at odds with the Government. A formula which, as past experience has shown, can make life complicated.

The new Government has announced that it will go for controlled growth, encouraging the private sector, reducing state interference and cutting both company and personal taxes. By using the market to finance the government deficit, it aims to combine this with an increase in public spending.

Imports and Exports

Escudos bn	1982	1983	1984
Exports of goods and services	460.8	685.4	1,025.0
Imports	822.1	973.0	1,238.7
Economic Indicators	1983	1984	
Per capita GNP	\$2,047	\$1,867	
Unemployment (%)	10.4	10.8	
Trade balance (\$bn)	3.075	2.031	
Current account balance	-\$1.64bn	-\$520m†	
Growth rate of productivity (%)	-5.3	0.2	

† 1985 (forecast) — \$200m. Source: Bank of Portugal.

companies back on their feet was money owed by state and local bodies.

With soaring financial costs, losses in the 18 companies rose from Es 560m in 1977 to Es 63bn last year. The report concluded that selling off companies or participations was "desirable in many cases."

However, privatisation can only be undertaken in the framework of constitutional reform—as matters stand, the takeovers are constitutionally irreversible—and Portugal can ill afford to wait for that to happen.

Efforts have been made to discipline financial management, but apart from slashing investment programmes, the only major measures so far have been a cutback in the shipyards and the winding-up of two shipping companies.

There are, however, instances of Portuguese industries adapting well and using the flexibility that small size gives them—in fashion garments, for instance, or bed linen, or the shoes which Portugal sells in quantity to the UK.

More than half of Portuguese exports—in which foreign companies play an important role—already go to the EEC with Britain currently the number one client. But in non-traditional sectors such as engineering, which take an increasing share of total exports, many unknown factors after January.

Up to now, most exporters have benefited from a generous support programme including development contracts and subsidies on interest payment. The fact that this now has to be reorganised to comply with the EEC provides just one of the many unknown factors after January.

developing-world markets.

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Turbid waters ahead for Prime Minister Cavaco Silva on the eve of Portugal's accession to the European Community

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Portuguese Industry 2

Plans to reconstruct and modernise public sector

Industrial Policy

DIANA SMITH

GOVERNMENTS have come and gone before they have had time to put consistent industrial policies to work. Each administration in the last five years has vowed to modernise a sector that ranges from large, generally loss-making state-owned industries through a few hundred growingly competitive medium-sized private companies to thousands of tiny concerns with a handful of workers, struggling to survive on bank loans and hopes of lucrative orders.

The new minister of industry and trade, Mr Fernando Santos Martins, an experienced industrial manager and former head of a pioneer leasing company, is the latest in a queue expected to juggle a restrictive constitution that bars denationalisation of industries swept into the public net in revolutionary 1975, with an even more urgent need to limit the erosive losses of the public sector, yet has to encourage a private sector that will soon face the challenge of the EEC whose efficiently-produced goods will move freely on the formerly-sheltered Portuguese market.

The goal of the new administration—couched in rather flowery language in a long programme that covers everything from finance to sport—is to foster an "integrated, logical, coherent and versatile industrial system." It seeks to develop a limited number of high-

technology units, modernise mining legislation—since Portugal has important mineral resources—reassess the investment and development programmes of public sector industries, step up training in new production methods, and establish better patterns for quality and standardisation.

The Cavaco Silva Government stresses its faith in private enterprise as the "true, irreplaceable source of economic and social development," which means, in its view, more dynamic capital markets, tax incentives and easier credit. With the conditions the Government proposes to create, facilitating private investment, it hopes to elicit a big investment effort in the next few years, after stemming falls in investment in the 24 months of rigid austerity that have just ended.

Tax review

The Government plans to review the tax system—not only in the light of introduction of VAT as of January 1, but to soften hitherto-discouraging rates of industrial tax and make the system less complicated.

Meanwhile, the Government, like its predecessors, wants to do something constructive about the deeply-indebted public sector. In 1984, state-owned industries ran up losses of Es\$3.3bn (Es\$390m); three companies alone were responsible for three-quarters of this loss: CNP (the petrochemical corporation) with Es\$2.3bn in the red, Setenave, with Es\$1.3bn in losses, and Quimigal, the basic chemicals corporation, with a loss of Es\$1.1bn.

The new Government claims

that unless reasons of national strategy or vital community interest are involved, state-owned industries must subject themselves to competition on the open market—that is, if their medium-term economic and financial viability is not guaranteed—it will not hesitate "to apply appropriate measures that will save the population as a whole unjustifiable social costs."

Translated into language less reflective of the Government's awkward status as the administration with the weakest parliamentary minority since 1975, that means that, like its predecessors, it must seek a way to cut losses without bringing the wrath of the left which militantly defends hundreds of thousands of public sector jobs in the Lisbon area, down on its head, while motions of censure in parliament and debilitating strikes in the factories.

For a start, this Government demands better management in the public sector and more flexible access to capital. The sector cries out for restructuring and for several years the World Bank has tried to negotiate with a succession of governments a loan of up to \$300m that would permit the state to reshape its heavy losers.

The previous centre-left administration had a strong parliamentary majority but lacked the political nerve to tackle public industry. This administration appears to have more nerve in principle; but what its minority status will allow it to do in practice is still unclear.

Meanwhile, imminent EEC accession holds not only awe-

some challenges but the prospect of helpful funds and technical assistance for the Portuguese entrepreneur who wants to modernise his company, or set up a new venture in a backward area, or sell more to a problem area like Japan.

From the moment Portugal accedes on January 1, 1986, public or private concerns that can present suitable projects or acceptable proposals, will be able to tap the Community resources that seem almost tailor-made for a country like Portugal whose industrialisation hardly existed before the 1960s, and which has to make giant strides to catch up with average Community levels.

The Community's social fund is a particular boon to Portugal which has badly lagged behind in job and management training: with no ceiling for the moment on the money available to Portugal the fund can provide resources for vocational training and job creation, restructuring, traineeships or apprenticeships in Community countries and training schools.

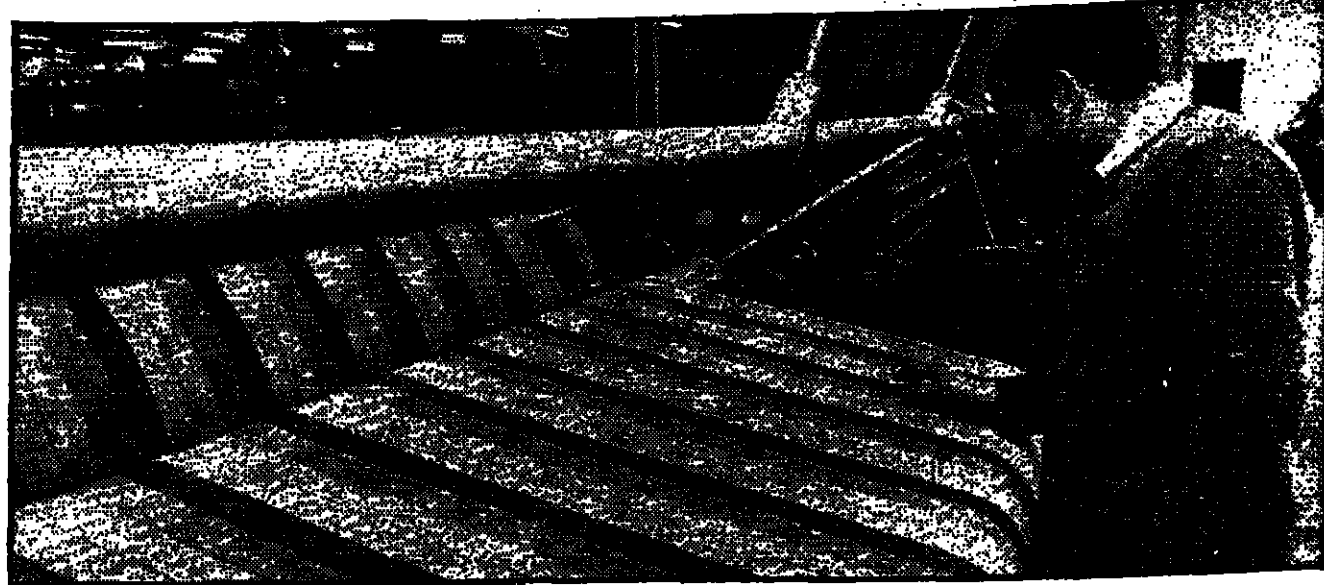
New approach

Companies can get EEC help with research and development—much-neglected in a country long isolated from new trends—with advanced telecommunication systems, programmes applying new technology to traditional industries, industrial cooperation, industrial development in Lomé convention countries (of some interest to Portuguese investors now that former Portuguese colonies are joining), and trips to Japan to learn how its system works and how to sell more there.

With an old association with EFTA, and new membership of the EEC, Portuguese manufacturers are now more firmly established on European soil after generations of ties with former African colonies that could buy only from Portugal.

Access to a fussy market of 350 million people requires a new approach. Many industrialists are showing healthy signs of preparing to work for the new era, but more fret at the threat from freer imports, especially from Spain—often forgetting that Spain's EEC accession offers the country major sales opportunities now free of protectionist tariff barriers.

The coming months will tell whether the spirit of enterprise or the self-deprecating streak of national character wins.



Weaving at the Oliveira Ferreira textile factory

EEC entry raises big questions

Textiles production

WILLIAM CHISLETT

THE METAL door slid open in what appeared from the outside to be a residential building to reveal dozens of women cutting, pressing and packing high quality shirts for export to France. "In Portugal people are cheaper than machines. We could not afford to automate production in this plant," said Mr Henry Tilio, a garments manufacturer in Oporto, and the new head of the city's Industrial Association.

It was a scene which could not have occurred in any other textile producing nation in Western Europe, where automation is the norm. The annual survey of textile costs conducted by the Werner organisation in Brussels shows Portugal at the bottom of the European league, paying on average \$1.28 an hour in 1984 compared with \$3.87 in Spain and \$7.54 in West Germany.

Portugal has been successfully exporting clothes, knitted fabrics and fibres to the EEC, its main market, for the past 10 years in the face of quotas and duties. As of next January Portugal will have virtual freedom of access to the EEC. It will have to limit textile shipments to a 10 per cent increase in each of the next three years.

The textile industry, the country's chief exporter (28 per cent of total exports) and a major employer (300,000 direct jobs in a workforce of 4.5m) stands in the main to gain con-

siderably from EEC entry, providing companies can keep their low labour cost advantage which gives them a strong competitive edge.

Community membership, however, will also weed out the strong from the weak concerns, because Portugal, in turn, will have to open up its protected domestic market.

The Multi Fibre Arrangement, the world accord which controls a large part of the international trade in clothes and textiles, runs out in July 1986. The new agreement is expected to give low cost Far East producers greater access to the EEC. Portugal will thus face competition both at home and overseas.

Warnings

There are some dire and probably exaggerated predictions about the impact of this competition on the fragmented Portuguese industry, which is largely made up of some 2,000 small and medium-sized enterprises with an average of 50 workers. Some parts of impoverished northern Portugal, the main textile area, depend entirely on textiles and closures would raise social tensions.

The 1,800 workers at the Cifa artificial fibre plant at Valongo have not been paid for two years and yet they still come to the factory every day.

Those concerns, particularly yarn and cloth producers, which are operating at below cost to stay in the marketplace

and/or are over-extended to the Portuguese banks after over investing in new machines are in a vulnerable position. The list of problem companies, according to textile experts, includes the well known name of Coelima. Portugal's largest manufacturer of bed linen and one of the three biggest in Europe, which is struggling to pay the high interest on loans used to modernise its equipment.

Rates of interest in Portugal range from 28 per cent to 40 per cent, depending on whether the interest is paid up-front. One textile concern's interest bill is greater than its sales.

Just over half the textile concerns consulted by the Portuguese Confederation of Industry in its latest survey described their financial situation as bad.

However the impact of competition on the depressed Portuguese market may not be that dramatic because the market is not very attractive for foreign producers. It is small (10m people) and spending power is low.

Textile exporters have started to shift emphasis from cotton towards woolen garments. "Our cotton shirts are no longer as cheap as the Far East's," said a businessman. Unlike the Far East producers, Portugal has to import all its raw cotton requirements.

The industry's strategy, which has been developed over the years with an eye on EEC entry, is to produce more ready-made clothes, the value-added sector. Total textile exports in the first six months of this year were Es\$12.6bn (\$781.4m) compared with \$1.2bn for the whole of 1984. Clothes and knitwear accounted for Es\$7.2bn, 61 per

cent of the total, compared with 57 per cent in 1984. The neighbouring Spanish market is viewed as particularly promising.

The Maconde enterprise, a subsidiary of the Dutch concern Macintosh, is the largest producer of men's clothing. Portugal is also beginning to aim at the higher end of the clothing market in order to compensate for losing at the lower end to Far East producers. Clothing designers are now at a premium. Only three years ago there were many unemployed designers. A design institute has been set up in Oporto.

Cautious

After several years of heavy investment to modernise equipment, medium-sized and large concerns are now taking a much more cautious approach until they see a significant fall in interest rates to ease their high financial costs or ways to generate more sales.

Mr Tilio said enterprises were striking a "fine balance" between machines and people and that as long as wages remained low by European standards the textile industry could afford to remain labour intensive.

At the same time enlightened businessmen realise that wages are bound to rise. "People cannot live on the money they receive," said one businessman. "They are not animals."

A concerted effort is therefore being made to try to raise the generally low level of productivity so that wages can be increased without blunting Portugal's competitive edge. "We will have problems if our labour costs are ever the same as the rest of Europe."

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Export successes boost industry's confidence

Footwear

WILLIAM CHISLETT

THE TOWN of Sao Joao da Madeira in northern Portugal is an anomaly: the myriad footwear concerns there cannot find enough people to work for them. In a country of high unemployment (12 per cent officially), the town has come to symbolise the fast-growing footwear industry which is Portugal's biggest success story.

In 10 years, footwear exports have risen from 700,000 pairs to over 35m this year. This sector now accounts for about

5 per cent of Portugal's total exports.

"The EEC does not see us as a serious threat, but we are taking the Community very seriously," said Mr Alfredo Jorge da Cunha Moreira, the chief economist at the Portuguese Footwear Manufacturers Association. "This, he says, probably explains why the EEC imposed no restrictions on the footwear sector when Portugal's membership was negotiated, a situation which does not apply to textiles."

Portugal has cornered about 4 per cent of the EEC footwear market and the room for expansion is considerable.

In the first eight months of this year total footwear exports rose 21 per cent to 26.1m pairs with a value of Es\$2.7bn (\$200.6m). The rise was almost 50 per cent which, when measured against the proportionately smaller increase in volume, reveals the success which Portugal is having in exporting more high quality shoes.

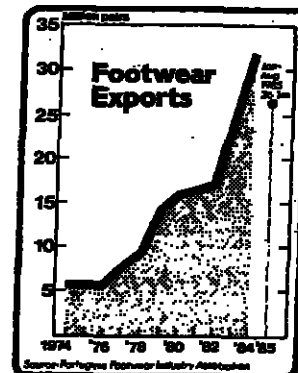
With local shoe shows in Oporto, the centre of the footwear industry, and collections on show in Düsseldorf, Paris, London and other European cities, the Portuguese industry is beginning to raise eyebrows abroad.

The industry comprises around 1,000 companies, with one quarter of them employing fewer than 10 people. The big concerns like Caspepo Portugal turn out casual, sporting and safety shoes at a rate of 14,000 pairs a day. It makes the chic Le Coq Sportif range for the French company, Elefanten, the West German concern, recently started to produce children's shoes. At the other end of the spectrum, small family businesses produce hand-stitched casual shoes.

Like the Japanese, Portuguese shoe entrepreneurs are learning the art of bringing back ideas and models from other countries and giving them a "Portuguese look."

Portugal's low labour costs mean that it can put shoes on foreign markets at prices about 20 per cent lower than local manufacturers.

When President Reagan



decided earlier this year not to impose further barriers on imports of shoes into the US the sign of relief in Portugal (indeed many European countries) was almost audible.

The US market is a small one for Portugal but it is viewed as potentially very lucrative. "If quotas had been imposed it would have been a disaster for us," said Mr Cunha, because they would have been based on our present small volume. Had President Reagan blocked imports, the rapidly-growing output in countries like Taiwan and South Korea would have been diverted into Europe to the detriment of Portugal.

Exports to the US rose 32 per cent in the January-August period of this year to 1.1m pairs with a value of Es\$2.4bn. Portugal is beginning to feel the competition in its overseas markets from the cheaper Far Eastern producers in non-leather shoes. For this reason less effort is now being put into low cost synthetic fibre footwear and more into higher quality leather products.

This competition from the Far East will, of course, be felt in Portugal itself next year when the protected market is opened up. It is a sign of the industry's confidence that it is not too worried by this. The main concern centres on receiving sufficient leather supplies to keep pace with production. Portugal produces about 65 per cent of its leather needs and raw materials are becoming more expensive.

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A key role in the export drive

Northern voters played a key role in returning the Social Democrats to power. The party draws its support from a wide cross section of big business, middle class and even some farmers. They had become discontented with the blasé attitude of the Socialists in Lisbon and believed political power should be put in the hands of businessmen complained of a "Mafia system" under which the Socialists in the last government were buying political support from big business and private enterprises which backed them with subsidised credit, government contracts and tax concessions.

Henry Tillo, the head of Oporto's Industrial Association,

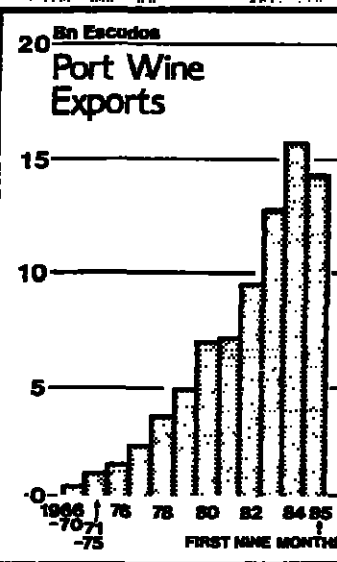
The presence of an ill-defined leftist new party, the PRD, with 18 per cent of the vote, has compounded the already complex issue of presidential elections in January and could

This should cut out the inter-ministerial squabbling that went on before and which, for example, led to Lisbon taking

travel 40 km by car on some of the unpaved narrow country lanes which have potholes the size of vehicles.

The North's vitality and growing muscle is vividly illustrated

BPI's cash management service is encouraging companies to invest their excess liquidity rather than put it into real estate or keep it in the company vault.



Vineyards in the Douro Valley, where much of the port wine comes from

Average Yields

Farmers, many of whom are illiterate, are in for a big shock when they realise that many prices will have to be adjusted downwards not upward. How the Government tackles this volatile issue remains to be seen.

It is assumed that Portuguese support prices will have to be frozen in Ecu terms during the first stage of the 10-year transition period.

After that Portuguese prices will have to be reduced in real terms, unless EEC prices move up to Portuguese levels, which appears unlikely.

The hope, perhaps forlorn, is that by the end of the transition

	Unit: ton/ha				
Crop	Portugal (1982)	Spain (1983)	Greece (1983)	Great Britain (1983)	Denmark (1983)
Wheat	1.2	2.5	2.8	7.6	7.2
Rice	4.4	5.7	6.5	—	—
Oats	0.5	1.7	1.6	5.1	4.8
Barley	0.7	2.7	2.4	5.5	5.2
Maize	1.2	5.6	9.7	—	—

Source: Instituto Nacional de Estadística

grown on 3.6m hectares. Farmers are producing wheat on marginal land while it is profitable to grow. The soils are generally poor, there is a scarcity of water and the returned to the old owners, but still undecided is the contentious issue of what to do with the chunks of nationalised land. The Sa Carneiro Government handed over almost 58,000

Cereal Imports

	(Millions of tons)						
	1975	1978	1981	1982	1983	1984	1985†
Wheat ...	299	637	764	625	616	793	774
Barley ...	9	49	37	48	20	43	50
Maize	1,208	1,673	1,989	2,418	2,228	2,010	1,700
Rice	49	51	162	110	30	101	129

Source: Portuguese Government and US Embassy

vegetable sectors, where foreign investment is beginning to enter from the UK, US and Israel, are becoming more

away, because the respective organisations are not represented in that part of Portugal.

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Employees - 450

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MINISTERIO DA INDUSTRIA E COMERCIO

Instituto de Apoio as Pequenas e Medias Empresas Industriais

WHAT IS IAPMEI?

The Institute for the Support of Small and Medium Industries—IAPMEI—is a public institute depending on the Ministry of Industry and Commerce, whose aim is to study, to promote and to co-ordinate the execution measures of the Small and Medium Industries (SMI) support, in collaboration with other organisations involved in economic and social development. In Portugal, the Small and Medium Industries embrace all the important industrial sectors, monitoring the quality and diversity of the products and services they can offer. Their capability of innovation and high rate of manpower all over the country, give them the needed characteristics to be considered as the real support of the modern democracy.

Regarding Portuguese industries, the SMI preponderance is high. They are present in more than 15,000 firms with 5 to 500 workers, and they represent 62% of employment in the industry (around 520,000 people); if the small industrial arts are added, the result is more than 8,300 firms with 25,000 workers.

WHAT IS AN SMI?

In accordance with the legislation, small and medium-sized industries are considered to be industrial firms which satisfy the following conditions:

—have over 5 and fewer than 500 workers (firms with activity by shifts are excepted. Here the limit is 600 workers).
—have a turnover of under 500 million escudos (or 600 million escudos if the surplus of 500 million escudos is exported).

In the cases of SMI with links with other firms, they must not own, or be owned more than 50% by another firm, and may not be owned by a shareholder, member or group of members who simultaneously own over 50% of the capital of the firms, or other firms.

IAPMEI can also support:

—firms which, as a result of restructuring, have exceeded the legal requirements, but not for more than three years.
—the collective actions or other forms of voluntary co-operation formed in accordance with legal requirements.

—firms with fewer than six workers, when included in one of the following conditions:

- to establish co-operation agreements
- to present expansion projects
- to be located inside industrial parks or allotments

—Other firms for which activity is included in Class 832 of the EAC (Economic Activity Classification)—Services—and are considered important to the small and medium-sized industries.

IAPMEI SUPPORT

The work developed by IAPMEI during the last ten years can be summarised as follows:

- restructuring, modernisation and development of SMI—involving direct support to firms in reorganisation and amelioration of credit schemes;
- creation of new companies, including investment promotion and support of new entrepreneurs;
- promotion of facilities to credit conditions, by means of World Bank Credit Line, Quality Control Credit Line and guarantees for financing operations for either fixed or working capital, whenever the guarantees given by the small and medium sized companies are considered insufficient by the Banks;
- amelioration of companies' management capacities, covering training courses;
- co-operation between industries and other institutions;
- the launching of technological centres, the creation of CEDINTEC (Centro para o Desenvolvimento e Inovação Tecnológicas), the support to subcontracting centres and Audio-Visual Centres—are the principal actions we must mention to illustrate this co-operation.

OTHER NEW SUPPORTS

Taking into account the experience obtained during its existence, IAPMEI has considered the opportunity to adjust its programmes to the real and actual needs of SMI. We must mention the following:

- Restructuring of SMI
- Creation and expansion of SMI based on new technologies
- Support to the development of SMI based on natural resources
- Support for the restructuring of industrial technologies
- Extension of the industrial network
- Launching of innovative projects, according to the new industrial policy, permitting the development of complete productive units, where technological innovation will be the principal support
- Amelioration of technical and technological assistance to SMI.

IAPMEI - Instituto Apoio As Pequenas e Medias Empresas Industriais
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MINISTERIO DA INDUSTRIA E COMERCIO

Laboratorio Nacional de Engenharia e Tecnologia Industrial

The National Laboratory of Engineering and Industrial Technology-LNETI

INSTITUTIONAL ASPECTS

The Portuguese National Laboratory of Engineering and Industrial Technology—LNETI—was founded in 1977 and is a government-sponsored research institution administered under the Ministry of Industry and Commerce. The organisation aims at the development of an efficient laboratory complex capable of taking a very active part in the process of national industrial modernisation taking place in the programmes of diversification and rational use of energy, as well as in the different actions now necessary in the challenging entry of Portugal into the EEC.

Although created by special law on December 31, 1977, the enforcement ordinance establishing LNETI's structures and defining its main activities was promulgated only two years later, on September 1, 1979.

More recently, in July 1985, some readjustments were introduced in its functional organisation, which now comprises four institutes in Lisbon and a full-sized delegation at Oporto, in the North of Portugal.

BASIC OBJECTIVES

1. implementation of R&D programmes in the fields of industrial and energy technologies
2. collaboration in the outlining and preparation of national energy and industrial policies
3. co-operation with the industrial enterprises and other institutions in the establishment of new opportunities and means of raising competitiveness of production lines
4. promotion of industrial innovation and technical assistance for industry
5. improvement of the processes of transfer of technology in order to optimise the national capabilities
6. dissemination of technical, technological and managerial knowledge to industrial enterprises
7. systematisation and introduction of data processing of technical information for industry

ORGANISATION

LNETI's departments are grouped in R&D services (including technological assistance units), techno-scientific services, and infrastructure support services.

There are four R&D Institutes: The Institute of Industrial Technology, the Institute of Electromechanics and Information Technology, the Institute of Nuclear Science and Engineering, and the Institute of New Energy Technologies. These include departments covering the fields of chemical technology, biotechnology, food and animal feed technologies, materials science and metallurgy engineering, electronics, robotics, computer science and technology, nuclear applications, conventional and renewable energy sources.

R&D is also conducted in the field of radiological safety in an independent department.

Technical and techno-scientific matters related to technological information for industry, marketing and pre-investment research, technical training, industrial and engineering planning are concentrated in specialised

departments serving all four Institutes, as well as industry directly.

MAIN ACTIVITIES

Depending on the nature of the R&D programmes and the financing sources, LNETI's activities fall into four main categories:

- a) national R&D projects implemented by its own or government initiative;
- b) industry-initiated R&D projects with a joint industrial-government funding programme or contract;
- c) package contract projects under government subsidy schemes for the promotion of new technology-based industries, for the promotion of new utilisation of national raw materials, for the promotion of energy saving or diversification, or for the accumulation of scientific knowledge and technological expertise in specific areas; and
- d) contract research paid for by private industry or other institutions.

The mentioned activities must be preferentially integrated in the National Energy Plan and/or in the National Technology Development Plan for the Manufacturing Industry.

As a result of its multi-disciplinary integrated research facilities, LNETI has found it necessary to maintain very close links with other new institutions in order to better transfer its very high scientific and technological potential to specific areas. Thus, LNETI is associated in Technology Support Centres with industrial groups and enterprises in the fields of glass and ceramics, timber and furniture, textiles, leather and shoes, food, electrical appliances and equipment and also cork products.

Besides, LNETI is a major partner in other Centres of Technology Promotion, both in the areas of industry and energy, and maintains close links with the major foreign and international research organisations.

With its highly up-to-date and specialised scientists, engineers and technicians, LNETI will continue to play a very important role in the industrialisation and modernisation of Portugal in close conjunction with the universities, other research institutions and industry.



The industrial-technology complex of LNETI, Lisbon

LNETI - Laboratório Nacional de Engenharia e Tecnologia Industrial
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MINISTERIO DA INDUSTRIA E COMERCIO

Direccao Geral de Industria

Portugal, a secure place to invest

A PRIVILEGED BASE FOR INDUSTRIAL OPERATIONS

Portugal offers unique advantages resulting from local conditions, geographical location and special trade agreements with European, North American and African countries:

—Portuguese human resources allow for a significant competitive edge over alternative locations. An adaptable and skilled labour force capable of high productivity levels when properly directed and highly skilled technicians and managers are available at very favourable pay rates.

—Portugal has a relatively large industrial base accounting for almost 40% of its national product. Portuguese industry has already gained much experience in designing and erecting some of the equipment and systems needed for new plants and in some areas Portuguese engineering and contracting companies have been able to sell industrial units, some of them on a turnkey basis, to several foreign countries. Tooling, moulding and plastic manufacturing of excellent reputation are available at very competitive prices with high quality, ability to deliver and cost-effectiveness, for several industrial uses.

—Industrial zones are dispersed all over the country, offering land and buildings for location, basic infrastructures and general support services, at very reasonable prices.

—The natural resources available and being exploited gave rise to a dynamic base of our manufacturing industry, such as paper pulp, ceramics and sectors dealing with agriculture, fishing and mining resources.

—The country is well served by sea and air transportation, and road carriers are widely available locally.

—The special geographic location of Portugal allows for sea transport to reach the U.S. East Coast in only two weeks and truck shipments to reach European countries within one to three days. The FTT telex and telephone network, satellite and intercontinental cable connections with direct dialing provide both internal and international reliable communications. One of the most advanced packet switching data transmission networks is already operating connecting with similar systems all over the world.

—Regarding international trade, Portugal is in an excellent position to export to European, American and African markets. Portugal will be an effective member of the EEC beginning January, 1986, and EFTA trade agreements will also apply from that date on, meaning that products of Portuguese origin will benefit from free access to all Western Europe markets. On the other hand, Portugal is still the only beneficiary country in Western Europe of the USA Generalised System of Preferences, and has privileged political and economic links with its ex-colonies and other African countries.

A POLICY TOWARDS MODERNISATION

The forthcoming entrance into the EEC emphasises the need for an industrial policy more adequate to the new challenges Portuguese industry will face. Considering the importance of a strategy of diversification of the

productive structure and improved competitiveness, the Government considers that the guidelines of industrial policy will be the support to:

- innovation
- technological modernisation
- quality improvement and
- better use of natural resources

An important factor to promote the modernisation of the productive fields where Portugal may explore its competitive advantages has been the work developed by new universities located in the interior of the country.

Their proximity to regional industrial complexes favours action aimed directly at industry. The importance of intimate co-operation between industry and university does not need to be emphasised. The General Directorate for Industry has been co-operating with both universities and industries in an effort towards the modernisation and competitiveness of the country's industrial base.

A new Scheme of Incentives to Investment directed to innovation and technological modernisation has been prepared providing a wide range of financial and tax incentives to investment projects of innovative nature and economical and financial viability. The envisaged system is of contractual nature: the concession of incentives will always be based on a contract between a Government agency and a firm. This new incentive scheme applies both to projects undertaken by existing companies or new ventures, provided they:

- are located in technology-intensive sectors, or
- aim at new products in areas with a recognised growth potential, or
- contribute to process innovation, or
- promote the assimilation of a new technology, or
- introduce significant improvements in design and quality.

A SECURE PLACE TO INVEST

The effort towards modernisation and development of the economy is also relying on the co-operation of foreign investors.

The Foreign Investment Code rules the importation of foreign capital and technology, and covers all the guarantees given to foreign investors, namely:

- state-assured security and protection of the assets and rights derived from direct investments
- unrestricted repatriation of annual profits and dividends, as well as of the total value of the liquidation of the investment
- possibility of having foreign managers in foreign firms

The Foreign Investment Institute is the Government agency charged with handling all matters related to foreign investment and it acts as liaison between the Government departments and foreign investors while their projects are being evaluated. Its functions include guidance and assistance to potential foreign investors and it is responsible for the authorisation of all projects involving foreign capital and importation of technology. It provides services free of charge.

Detailed information on industrial matters can be obtained through the General Directorate for Industry, Ministry of Industry and Commerce, Av. Conselheiro Fernando de Sousa n. 11 - 1000 LISBOA - Telex 13567 MITIL P

MINISTERIO DA INDUSTRIA E COMERCIO

Direccao Geral da Qualidade

QUALITY IN PORTUGAL

The integration of Portugal in wider economical areas, mainly in the European Economic Community, sets a challenge to the Portuguese industrialists, which they want to face by means of the respective growth in competition.

Considering that products from EEC countries are generally of high quality, this challenge makes them consider, among other things, quality as a strategic factor of their own enterprise policy. So, enterprises try, by means of conscientious quality management, based upon a systematic and planned organisation of the means and actions under their control, to make sure that the products and services they supply meet with the market requirements and are priced reasonably. Although quality management is, essentially, a responsibility of the individual enterprise, public administration plays a very important part in the promotion of actions to stimulate and support, and in the creation of the required frameworks.

So, with the determined purpose of taking Portuguese enterprises not yet acquainted with this reality to implement their own quality management systems, the Ministry of Industry and Commerce has decided to support the idea of considering 1986 the Year for Quality, the year when the Congress of European Organisation for Quality Control (EOQC) took place. Actions are taken within two levels: on one hand, to spread the concept that quality is a strategic factor, within a development policy and, on the other hand, with the help of specialists, to support enterprises in the use of Portuguese standards NP 5,000 on Quality Assurance, that is, to create their own systems for quality management.

NATIONAL SYSTEM FOR QUALITY MANAGEMENT (SNGQ)

Frameworks for the support of the performance of the Portuguese quality policy are established in the Quality Management National System institutionalised by decree Law n. 165/83, of April 27.

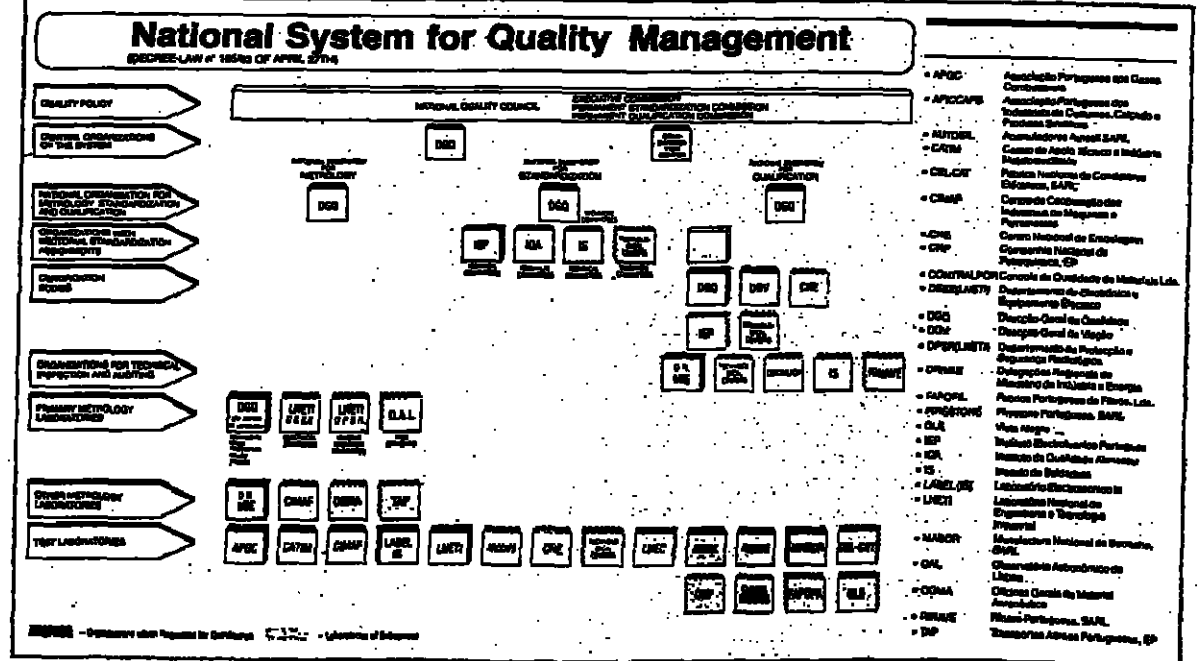
This system includes metrology, standardisation, and qualification which are the basic tools for Quality, each one acting as a sub-system, and defines the organisation and assignments of the National Quality Council, as well as the part played by the Directorate-General of Quality (DQG), department of the Ministry of Industry and Commerce, created in 1976 and implemented in 1978, as the main supporting point of this system. It also contemplates the new assignments of the Standardisation Centre, as the privileged financial support to the development of the referred system. The following drawing shows the present development of the SNGQ.

The philosophy upon which this system lies allows optimising and drawing advantages from technical and laboratory capacities existing in the country, either public, mixed or private.

DIRECTORATE-GENERAL OF QUALITY

The Directorate-General of Quality (DQG) is the body of the Ministry of Industry and Commerce with executive responsibilities in the areas of metrology (scientific, legal and industrial metrology), standardisation (homologation and publication of Portuguese standards and support to some technical committees), and qualification/certification (recognition of qualification of certification and inspection bodies, management of certification systems, attribution of NP mark and quality auditing).

The Directorate-General of Quality assumes the representation of the country in the international and regional organisations of metrology, standardisation and qualification, such as the General Conference on Weights and Measures (CGPM), International Organisation of Legal Metrology (OIML), International Organisation for Standardisation (ISO), International Electrotechnical Committee (IEC), European Standardisation Committee (CEN), European Committee for Electrical Standardisation (CENELEC).



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Monday December 23 1985

More questions for Westland

THE LONG-RUNNING Westland saga has had its farcical moments, not least the sudden discovery of a Libyan connection. Flat, which is associated with Sikorsky of the US in one of the two rival rescue schemes, has had a Libyan shareholder since 1976. The stake has long since ceased to be a political issue in Italy; it has not discouraged foreign companies from seeking partnerships with Flat. It is, in short, irrelevant to the future of Westland, although that will not prevent opponents of the Flat-Sikorsky deal from making the most of it.

Two competing proposals are now on the table, but there are still a good many uncertainties which have to be resolved before the board and shareholders of the company make their final decisions next month. The British Government has to play its part in providing the clarification that is needed. There has always been some slight misunderstanding about the distinction which has been drawn between the interventionism of Mr Michael Heseltine, the British Defence Secretary, and the hands-off approach associated with Mr Leon Brittan, the Trade and Industry Secretary. Westland is an important defence contractor which operates at least in part in the political market place. Decisions by politicians and bureaucrats are vital to its profitability and growth. It needs orders from the Ministry of Defence. It also apparently needs support from the Government to secure overseas contracts, such as the much-delayed order from India.

Rationalisation

Each of the two rival proposals for Westland's future depends critically on the attitude of the British Ministry of Defence. Mr Heseltine repeated yesterday that the UK had no requirement for the Black Hawk (which Westland will build under licence if the Sikorsky plan is accepted) and that the European solution involved an additional order for six Sea King helicopters; this would be funded by the savings resulting from the rationalisation of European helicopter requirements.

It is on this European plan that more details are needed

and they are of interest not just to Westland shareholders but to taxpayers as well. It appears that the defence ministries of the UK, France and West Germany will concentrate their orders, in each case, on the three main sectors of the military market: single-engine helicopters, the defence of the sea, and the defence of the air. Does this mean that no competitive bids will be entertained? If so, what will be the additional costs of buying European?

The most unattractive feature of the European counter-offer for Westland is its protectionism. The three continental companies seem desperate to keep the Americans out and doubt they calculate that European projects supported by governments are extremely difficult to cancel, even if costs rise far above budgets.

Collaboration

It is perfectly true that well managed joint ventures can produce lower costs than separate national projects; indeed past Anglo-French co-operation in helicopters has been highly successful in this respect. But the new helicopter programme negotiated by Mr Heseltine and his continental counterparts is much more ambitious than anything attempted in the past. It is up to Mr Heseltine to explain how the dangers arising from the limitation of US competition will be avoided. It is hard to see how the British Government can avoid coming to a collective view on these matters.

It would be useful, too, if all this was put in the wider context of European defence collaboration. It is not obvious that the efficiency of the European defence industry will be best advanced by eliminating competition from the rest of the world. Indeed there is a strong argument in principle for much freer competition within Nato as a whole, so that Europeans and Americans can compete on a level playing field. If this is ruled out on the political grounds that the Americans are too strong in too many areas, then the costs and benefits associated with "European solutions" need to be fully spelt out.

Trade unions face reality

BRITAIN'S TRADE unions last week started on a road back from their three-year-old posture of seeking to defy the Government's carefully constructed programme of labour legislation. The road will be a long one; that the unions have taken the first steps along it, however tentative, is to be welcomed. The TUC is now likely at a special conference to abandon its opposition to accepting public funds for its bailouts.

It had little choice: two of its largest, and most genuinely constructive affiliates — the engineers and the electricians — forced its hand. The collective hand of the transport workers was forced, too, over its executive council elections; as with the TUC, its response was realistic and pragmatic. Both the TUC and the ECU have taken an old dictum of Mr Denis Healey's: when you are in a hole, the first thing to do is stop digging.

Excavation work, slowed considerably by the outcome of the miners' strike, has come to a halt. But it will take something more positive than sheering away from a self-defeating policy to restore to the unions the political influence which has been denied them under the Thatcher Government. Indeed, it is highly unlikely that they will ever regain the leverage at national level which they enjoyed in the mid-1970s, even under any possible future Labour government. British unions have never been elevated to the kind of established social partnership which the German unions enjoy. Even under the social contract, their role was a balance of advantage for Labour, not for the country.

Status

At present Mr Neil Kinnock's close supporters have little time for the TUC, or some of its senior spokesmen, though they have a high regard for able newcomers such as Mr Gavin Laird of the engineers, Mr Eric Hammond of the electricians and Mr John Edmonds of the general workers. They are relieved that, finally, the TUC has begun to rehabilitate itself, but that is still probably

some way from being enough to force the unions into a positive focus for the party. Labour government under Mr Kinnock will not grant the unions the status they had in the 1970s. If he wants to win the next election, he must do so by drawing up for the unions a blank promissory note; if he wins the election without them, he will have no cause to yield to their sectional claims, pending under years of Conservative rule.

Reforms

At least part of the shift in Britain's unions signalled last week was that, for the first time, they recognise their diminished political role. The employment law reforms that the TUC is now seeking are not a grandiose attempt to roll back all the changes the Thatcher Government has instituted — on balloting, or on union recognition by employers. Instead, their theme is almost entirely new: to secure the ambitions, even over such delicate issues as public funding, are deliberately not dependent on a Labour government being returned. Their thrust is towards a stable, consensual pattern of labour legislation which would withstand changes in government.

So the TUC is trying to re-define its policy, in terms not just of current legislation, but of the future, too. It marks a more general realisation, apparent at the 1983 annual TUC Congress in the wake of the election, but obscured by the miners' strike and the banning of unions at GCHQ, of the need for unions to reshape themselves, to try to embrace positively a new strategy. What are trade unions for? Why should people bother to belong to unions at all?

For trade union leaders the focus of attention and energy is shifting — and this is a welcome change — away from the national stage. Some important tripartite bodies still exist, but the great era of tripartism is over. The challenge facing the trade unions is that of attracting and retaining members, and of representing them as effectively as possible.

IT MAY be difficult to believe, but once upon a time, about 140 years ago, the world managed to exist quite satisfactorily without Christmas cards. People wrote letters instead.

Then several things happened. The Penny Post arrived in England and everyone began communicating madly. Queen Victoria came to the throne and her subjects started sending Christmas greetings. Over in America a brilliant, German-born political cartoonist called Thomas Nast reshaped the Father Christmas legend, turning him into the red-robed, jovial old gentleman we know today.

In the 1850s, when Nast began popularising his image of a rotund, bearded, and somewhat misanthropic old man, Christmas cards were usually nothing more than visiting cards embellished with a sticker of some kind. A card of the later the industry was in full flight on both sides of the Atlantic, and by 1876 Santa was appearing on a US card with telephones gripped to his ears as he listened to toy requests from a group of children.

The 1876 card is a particularly vivid illustration of a recurrent characteristic of the Christmas card business — the attempt to mix contemporary themes with the world of tradition and fantasy. "Every year we have to sit down and decide whether it will be fashionable to have Santa on skis or playing tennis the following year," says Ms Sally Groves, product director for greetings cards at Hallmark.

This blending of the here-and-now with deeper-rooted conventions is evident in the very first card known to have been created specifically for Christmas: an elegant, hand-painted design conceived in 1843 for Sir Henry Cole, one of the founders of the Victoria and Albert Museum. The card, illustrated above, shows a Victorian family enjoying its Christmas feast, but the surroundings are rich in symbolism, featuring ivy, a sign of constancy, and holly, often associated with Christ's suffering.

Many of these early symbols of the card business are still with us, although their significance may well have been lost. Victorians, for example, often used flower illustrations, because they knew what each individual flower signified. They also pioneered pictures of the robin redbreast.

The exuberant wave of invention during the second half of the nineteenth century also furnished many of the ideas which have dominated the card industry ever since. Nast, for example, was responsible for making Santa Claus into an inseparable part of the Christmas legend, his fertile imagination thinking up the elves, creating Santa's workshop and embellishing the idea of the reindeer sleigh.

Innovation in card design was just as abundant. Cut-out cards made their appearance quite early in the industry, along with cards which whistled when they were opened and joke cards. The Victorians were not above

had puns — one card shows a gentleman in riding gear wishing his recipient a "Chappy Christmas" — and they were also very big on light animal humour. Another early card shows a group of frogs riding bicycles. The bicycles in the frog illustration highlight the way card manufacturers have always kept up to date. Over the years, cards have quickly reflected the predominant technical developments of the day, from the introduction of the motor car to the space shuttle, which features on one of this year's Hallmark cards.

Over the years, the card companies have been equally sensitive to social trends. Back in the roaring twenties, some of the US cards show flappers against an art deco background, and prior to that the suffragettes had been wooed with a militant message which makes many of

today's feminists look distinctly feeble. It reads:

"Downrodden woman now arise
 No more let men thus tyrannise:
 Let's push the tyrant from his throne,
 And have a Christmas of our own."

This was a message which was bound to touch a large audience, since women have always been the predominant card buyers — out of the 2.2bn expected to be sold in the US in the current season, they are expected to buy around 90 per cent.

From earliest days, the industry also caught on to the idea of creating customised cards for a special audience. An early example of this type targets the City of London with the picture of a stockbroker pirouetting on his toes and held up by angel wings. He is

addressing his potential customers with a familiar message: "I hope you will not think it strange if I say from the Stock Exchange, 'Merry Christmas to you'."

Another illustration of the same phenomenon is the milliner's card, popular in the last century times with a very Imperial theme. "Night shall make his Empire bright to herself," reads the message. By the time of the Second World War, when card sending began to flourish as never before, the sentiments were much more muted. "Ode to Night" under the picture of a night sky. "The night is the time when the stars are really busy (and I mean they really do) but they are the same, I'll take time out to wish this

wish for you. Merry Christmas."

In the US in particular, the extra demand created by the population war put the card industry on its present footing, beginning the trend which led to the emergence of a handful of very large, professionally-managed companies.

The most prominent of the current behavioural patterns is the urge for individual expression. The trick for the card companies is to find a sentiment which will appeal to a sufficient number of people to justify production, while appearing individual enough to make the card seem special.

Several new card companies in the US in particular have shown themselves particularly adept at exploiting these special niches: highly witty humour, risqué subjects, and cards for minorities featuring black Santa Claus and black children. But the big card companies are fighting hard to make it now possible to buy colossal Christmas cards as big as posters for \$6, musical cards for \$7, and select cards for the baby-sitter, doctor, or neighbour. There are even cards made from the family cat or dog.

All of this may seem frivolous. That would certainly have been the view of the 17th century Puritan colonists, who thought it displayed great moral weakness even to take time off at Christmas. Yet in the 1880s, the London Times gave an economic justification for the Christmas card industry which still reads appositely in the expanding service economy of today: "Although the popular use of Christmas cards is no doubt a redundancy, it is a redundancy of the unemotional school as so much worthless sentiment. It is not only a productive of considerable moral benefit, but also a substantial good for the development of a new department of art. We must remember that the extensive use of artistic cards has created a new and rapidly expanding field of enterprise for which, in these days of overstocked markets, there is really much cause to be thankful."

Ames — and a happy Christmas.

CUDDLY BEARS AND CAREFUL PLANNING IN KANSAS CITY

"POVERTY FOR me was a tremendous spur," wrote Mr Joyce Hall, the founder of the Hallmark card company, in his autobiography. "It constantly gave me the advantage over a lot of folks when I was starting out."

Just how much of an incentive those early hard times were is evident today in a large complex of buildings going up on the edge of Kansas City, the mid-western prairie town where Hall set up shop exactly 75 years ago. Hallmark's spanking new headquarters stand at the centre of the 80-acre site, and it covers every inch of the block.

As a private business, the precise extent of Hallmark's wealth is a closely guarded secret, but it is unquestionably a very large company. In the post-war years it has generated sufficient funds to expand rapidly overseas until it is now reckoned to be the largest greetings card company in the world, with a total payroll of 21,000. It admits to sales of more than \$1.5bn, which would put it around 230th in the Fortune 500 list, and Forbes magazine has calculated that Mr Don Hall, the current chairman and son of the founder, is worth around \$400m.

The steady process of expansion, helped by the drive overseas and marketing through licensed Hallmark shops, has carried the company's card output alone to around 3bn a year. It dominates the greetings card business in the US, claiming a

market share of around 40 per cent, some 5 to 10 per cent more than American Greetings, its nearest rival, and its related range of activities in gift wrapping, soft toys, stickers, albums, porcelain figures and so on, now account for as much revenue as cards.

To work at Hallmark means to be constantly surrounded by images of a redeemed world, a realm of happy creatures, cuddly bears, bright colours and warm sentiments. But success in the card business means imposing ruthlessly planned organisation on these benign materials, the responsibility of an army of 500 designers and 50 writers, who boil down sentiment into a marketable commodity.

"I had to divest myself of the notion that writing messages was a literary exercise," says Mr Barlow, a Hallmark vice-president, who is also a published poet. "My concern is to know who will buy the card, what kind of life they lead, and how they express their thoughts."

The degree of organisation is demonstrated during the Christmas season, a prodigious undertaking in which the company involves planning two years ahead. During the Christmas period this year, the company will sell almost 1.5bn cards — about one-third of its total output — in 2,500 different designs, figures that easily top those for St Valentine's Day, the second biggest card-selling event of the year. This effort demands a team

job: Hallmark says that customers are first attracted by the external design, and then by the sentiment inside. "The palpable sense of teamwork and common purpose in the group derives partly from the fact that the company is a family, a patriarch of the old school who lavished benefactions on the city, and left employees 30 per cent of Hallmark's profits. The company was founded in 1910, and has since been put to work on housing projects rather than laid off. "This is the only bourgeois commercial art job I know where you can be truly creative and yet have job security," said one of the designers recently. It sounds a bit like being one of Santa Claus's elves.

has deliberately sought to avoid many of the workplace difficulties which scar much of American industry. The group was recently placed fifth in the list of the 100 best companies to work for in America, ranking particularly high on fringe benefits, profit sharing, Hallmarkers, as they call themselves, have virtually a job for life because there is a no redundancy policy — a tradition that dates back to the 1931-32 recession. The staff was put to work on housing projects rather than laid off. "This is the only bourgeois commercial art job I know where you can be truly creative and yet have job security," said one of the designers recently. It sounds a bit like being one of Santa Claus's elves.

Schroder sets the pace

Merchant banker J. Henry Schroder Wagg will be glad to put its corporate flag up during Christmas after the busiest 10 days the bank can remember.

A series of events has given the Schroder image a boost in the margins and acquisitions arena — a sector it has not been particularly strong in recent years.

Nicholas Jones, a corporate finance director of the bank, aged 42, started his career with the regional brewer Matthew Brown against a £125m takeover bid from Scottish and Newcastle, advised by Morgan Grenfell, widely regarded as one of the leading bid specialists.

Breathing threats of legal action if self-regulation failed, Jones and his team persuaded the full TFC panel to turn a ruling of the panel's executive which would have allowed the bid to go through. Jones was then asked to fly to Singapore for talks with Tan Sri Khoo Teck Pust, the Malaysian businessman, who has built up a large shareholding in Exco International, when a call came through from Hanson.

Jones made his dash to the Far East but when he returned

Men and Matters

went straight into meetings with Hanson. He emerged with the prize of the joint advisory role on the bid for Imperial alongside N. M. Rothschild who have been advising Hanson for years.

Finally, at the end of last week, a Schroder team led by Jones helped Tan Sri Khoo to obtain the bid for Imperial, which has been seeking on the board of Exco in return for an agreement not to increase his holding to more than 29.9 per cent.

Which is why the materials company RMC has adopted a two-pronged approach to its seasonal promotions this year. The FT's female construction correspondent received a tasteful calendar with pictures of frogs, toads, mice, and flooded quarries.

Our male property correspondent received a calendar of tasteful nudes on beaches. "Discrimination? 'Well," said an RMC man. "You have to remember that we are a very basic industry. A lot of concrete is ordered on the spur of the moment on building sites. We want to make sure the foreman picks up the telephone and asks for three truckloads of ours."

Why, then, the tasteful mice and handsome frogs on the alternative calendars? It seems they are designed to appeal to City persons, chairpersons, councillors, and others, who need to be convinced that RMC is environmentally impeccable.

Japan relaxes

The Japanese do not celebrate Christmas in the conventional sense — though, at this time, it is a fine excuse for a commercial bonanza and the shops of Tokyo look just like those on Oxford Street or Fifth Avenue. But in keeping with at least the spirit of holidays the Japanese Parliament has just voted to give the nation an extra day off.

It is to take place on May 4th, and it is designed to give the country three straight days

RIB-ticking

The new City watchdog body born out of the Government's Financial Services Bill is sadly without a name.

This follows a last-minute flap in Whitehall, due to the realisation that the Government might face a good deal of ribbing if the proposed title of RIB (Regulation of Investments Board) was bestowed.

Fearful of the rib-ticking and spare rib possibilities for eager headline writers, a swift message has been despatched from Whitehall to the City. SIB (Securities and Investments Board) and RIB (Marketing of Investments Board) who were about to merge into RIB were told to think again.

Unable to come up with a new title before publication of the Bill, the new watchdog is nameless.

After recent unhappy events in the City the new favourite in the name game must be FIB.

BASE LENDING RATES

ABN Bank	11 1/2%	Guinness Mahon	11 1/2%
Allied Dunbar & Co.	11 1/2%	Hambros Bank	11 1/2%
Allied Irish Bank	11 1/2%	Heritable & Gen. Trust	11 1/2%
American Express Bk.	11 1/2%	Hill Samuel	11 1/2%
Amro Bank	11 1/2%	C. Hoare & Co.	11 1/2%
Henry Ansbacher	11 1/2%	Hongkong & Shanghai	11 1/2%
Associates Cap. Corp.	12%	Johnson Matthey Bkrs.	11 1/2%
Banco de Bilbao	11 1/2%	Knowles & Co. Ltd.	12%
Bank Hapoalim	11 1/2%	Lloyds Bank	11 1/2%
Bank Leumi (UK)	11 1/2%	Edward Manson & Co.	12 1/2%
BCCI	11 1/2%	Meghraj & Sons Ltd.	11 1/2%
Bank of Ireland	11 1/2%	Midland Bank	11 1/2%
Bank of Cyprus	11 1/2%	Morgan Grenfell	11 1/2%
Bank of India	11 1/2%	Mount Credit Corp. Ltd.	11 1/2%
Bank of Scotland	11 1/2%	National Bk. of Kuwait	11 1/2%
Banking Belge Ltd.	11 1/2%	National Giro Bank	11 1/2%
Bardays Bank	11 1/2%	National Westminster	11 1/2%
Beneficial Trust Ltd.	12 1/2%	Northern Bank Ltd.	11 1/2%
Brit. Bank of Mid. East	11 1/2%	Norwich Gen. Trust	11 1/2%
Brown Shipley	11 1/2%	People's Trust	12 1/2%
CL Bank Nederland	11 1/2%	PK Financ. Intl. (UK)	12%
Canada Permanent	11 1/2%	Provincial Trust Ltd.	12 1/2%
Cayser Ltd.	11 1/2%	R. Raphael & Sons	11 1/2%
Cedar Holdings	12%	Rothburys Guarantee	12%
Charterhouse Japhet	11 1/2%	Royal Bank of Scotland	11 1/2%
Citibank NA	11 1/2%	Royal Trust Co. Canada	11 1/2%
Citibank Savings	11 1/2%	Standard Chartered	11 1/2%
City Merchants Bank	11 1/2%	TCS	11 1/2%
Clydesdale Bank	11 1/2%	Trustee Savings Bank	11 1/2%
C.E. Coates & Co. Ltd.	12%	United Bank of Kuwait	11 1/2%
Comm. Bk. N. East	11 1/2%	United Mizrahi Bank	11 1/2%
Consolidated Credits	12 1/2%	Westpac Banking Corp.	11 1/2%
Continental Trust Ltd.	11 1/2%	Whiteaway Laidlaw	12%
Co-operative Bank	11 1/2%	Yorkshire Bank	11 1/2%
The Cyprus Popular Bk.	11 1/2%		
Duncan Lawrie	11 1/2%		
E.T. Trust	12%		
Exeter Trust Ltd.	12%		
Financial & Gen. Sec.	11 1/2%		
First Nat. Fin. Corp.	12 1/2%		
First Nat. Sec. Ltd.	12 1/2%		
Robert Fleming & Co.	11 1/2%		
Robert Fraser & Pzrs.	12 1/2%		
Grindlays Bank	11 1/2%		

Observer

7-day deposits 8.00%, 1-month 8.50%, 3-month 9.00%, 6-month 9.50%, 12-month 10.00%. Top Ten 22,600+ at 3 months notice 11.25%. Call deposits 11,000+ and over 8.00% gross. 21-day deposits over £1,000 8.25%. Mortgage deals: 12% Demand dep. 8%, Mortgage 13%.



TELEVISION IN BRITAIN

Why Peacock should not plug into the market

THE licence fee is the "least unsatisfactory" method of funding the BBC, concluded the Annan report on the future of British broadcasting in 1977.

Eight years on, the Peacock Committee's task of finding a viable alternative to the licence fee is daunting. The problem is that there are compelling objections—conceptual as well as practical—to both of the radical options most regularly canvassed: advertising and some form of pay or subscription TV.

The committee has been bombarded with submissions seeking to demonstrate that advertising is not a practical short-run option. Among the more heavyweight studies are contributions from Dr Alan Budd of the London Business School (on behalf of ITV) and Dr Brian Sturges, until recently at the City University Business School (for the BBC).

Although many of the sceptics use complex econometrics to support their case, the fundamental argument against advertising is very simple. The BBC's present revenue requirement is about 80 per cent of independent television's advertising earnings. These, in turn, account for about 30 per cent of the total UK advertising market.

The BBC is thus such a large fish that it could not be simply dumped in the British advertising pool without creating shock waves. The market would have to expand by 24 per cent if nobody was to get hurt. The only possibility is for the BBC to slide slowly and gracefully into the pool.

The debate has thus focused on the scope for phasing in advertising without causing too much disruption to other media. One idea is that the licence fee should be frozen in money terms and the BBC encouraged to use advertising as a top up which would become gradually more significant over time.

The extent to which the BBC could rely on advertising without bankrupting competitors is a matter of debate. Independent television companies depend mainly on two things: the real growth that could be expected in the TV advertising

market without the BBC and the impact of the BBC's entry on that market.

Representatives of advertisers have been very optimistic on the first front, extrapolating the encouraging trend of the past decade and conveniently forgetting the sharp decline in the real price of TV advertising in the decade before their base year of 1975. As Dr Sturges points out, TV advertising revenue growth has been very volatile in the past. It seems unwise to rely on underlying real growth of more than about 3 to 4 per cent a year on average which is in line with long run trends.

How would the BBC's entry affect the TV advertising market? It might seem intuitively likely that the whole market would expand and that the main losers would be other media such as newspapers and magazines. The econometricians think otherwise. Dr Budd, for example, argues that the increased supply of commercial airtime would cause TV advertising rates to fall and that this price effect would more than outweigh the increased volume of advertising. Total spending on TV advertising would decline: "the ITV companies will lose more than the BBC gains."

The economic consultancy firm appointed by the Peacock Committee itself agrees with Dr Budd. Introducing advertising to the BBC, it says, "will reduce the size of the advertising pie compared to what it would otherwise have been." Other economists, such as Dr Sturges, are less pessimistic, assuming that total spending on TV advertising would remain unchanged if the BBC entered the fray. Even so every pound gained by the BBC would be a pound lost by the independent TV companies.

The scope for financing the BBC through advertising thus depends on the expected real growth of the UK advertising market. Dr Sturges argues that even if the BBC absorbed all the real growth (which assumes a pretty sleepy performance by the BBC), it would be able to fund only 70 per cent of the revenue shortfall created if the licence fee were frozen at £58.

It would require three minutes per hour of advertising on BBC during peak viewing hours and would severely dent the profitability of independent TV companies, pushing Central TV, for example, into loss by 1991.

Other projections, which assume faster overall growth of the TV advertising market, suggest the BBC could fund the licence shortfall more easily. There seems little doubt that with vigorous cost and capacity cutting the broadcasting industry could survive the increased introduction of advertising on the BBC. The more important economic question is whether it should have to, as advertising in principle an efficient way of financing broadcasting.

Most economists would probably agree that it is not. There is little reason to suppose that

advertising elsewhere. Why should the value of TV advertising thus determined bear any close relation to the sum consumers would be willing to spend to watch TV programmes? There is no mechanism to bring the two into equality; advertising leaves an unbridgeable gap between the final consumers of programmes and the ultimate providers of cash.

There is also an economic argument against financing broadcasting by advertising that focuses on the quality of TV programmes. Most advertisers of most products want access to the largest possible audience. Broadcasters have to compete for advertising revenue (at present independent television has no direct competitor) thus face irresistible pressure to put on programmes that attract the



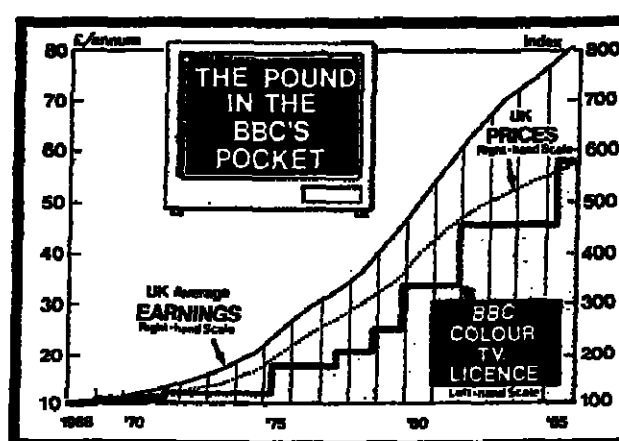
Michael Prowse, in the second of a series on the future of broadcasting, argues that alternatives to the licence fee may be over-rated

it leads to either the optimum quantity or quality of TV programmes. This should not be a surprising conclusion: if the consumption of one commodity (TV programmes) by one group (the general public) is paid for by a quite different group (national and multi-national companies), demanding a quite different commodity (commercial airtime), why should the result be expected to be optimal?

Econometric studies show that the amount of money business devote to TV advertising depends mainly on two things: the level of corporate profits and the price of advertising on TV relative to the price of

biggest audiences. The floodgates to bland, lowest-common-denominator TV are automatically opened.

This was the sort of argument that enabled the 500 page Annan report of 1977 to dismiss the case for advertising in just 16 lines. It is worth noting, however, that attention to quality is not mere elitism but recognition that different types of TV programmes are different commodities. Their value to advertisers as vehicles for selling products does not coincide with their value as things-in-themselves to consumers and to assume otherwise is to commit an economic fallacy.



The fundamental objection to advertising is that it does not introduce "market forces" into broadcasting in a helpful way. The other radical alternative to the licence fee—pay TV—appears to offer much greater promise. The essential idea is that viewers should be able to pay for what they watch rather than they now pay for electricity. Even the BBC has described pay TV as a "beguiling" prospect although it has been quick to stress the technological difficulties—millions of adaptor units would be required to decode scrambled signals at a cost of up to £50 each.

Pay TV is at best a long-run alternative to the licence fee. But this should not prevent it being taken seriously by the Peacock Committee, which many feel should be looking beyond the end of this century. The most enthusiastic exponent of a sophisticated version of pay TV (resting on a national grid of fibre optic cables supplying a "near infinity" of channels) is Mr Peter Jay. In his view, the Peacock Committee should be exercised by a single priority: how to subject "electronic publishing" to the discipline of market forces.

There is, however, one fundamental objection to pay TV. Broadcasting, whether by terrestrial or satellite-based transmitter, is a classic example of a "public good": additional consumption by one person does not imply reduced consumption by another. The marginal cost of supplying an extra viewer is zero. The fundamental law of market economics is that pricing at marginal cost is efficient in that it maximises the overall welfare of consumers. On this theory, the viewer should be charged nothing.

The case against pay or subscription TV, technical and cost problems aside, is thus that it prices inefficiently. It aims to recoup from viewers the cost of making programmes (plus a mark up). But if people are capable of delivering the same marginal cost of broadcasting a programme to an extra home, they will wrongly be discouraged from viewing. There seems

no point in assuming that the public good of broadcasting can or should be magically transformed (via fibre optics) into a private good just so that the normal rules of the market can be made to apply.

The difficulties with both advertising and pay TV suggest that the present policy of funding roughly half of TV broadcasting through a licence fee is not as economically inefficient as is sometimes assumed. One suggestion is that it should be transformed into a straightforward tax: the BBC could, for example, be given some small and fixed percentage of the VAT haul (the percentage calculated to give it the same revenue as the licence fee in the first year). Collection would be both cheaper and simpler: detector vans could be scrapped. The levy would also rise automatically in line with inflation, obviating the need for frequent and politically-sensitive reassessments of the BBC's revenue needs.

Yet there are also strong arguments against such a solution. It may be argued that no organisation with monopoly power should be granted access to so secure a source of real income. Given the complexity of the economics of broadcasting there is no straightforward answer to the question: how much of the nation's resources should be devoted to television? It may therefore be better that the BBC is obliged to fight the case for a particular level of the licence fee (in the process demonstrating that it is controlling costs) than that it should be remunerated according to a pre-set formula.

The licence fee is far from an ideal solution—although there is little evidence that the consumers of TV programmes resent it as much as politicians say they must. The challenge for the Peacock Committee is to demonstrate that some other system is politically acceptable, economically efficient, and capable of delivering the same quality of service at the same or a reduced cost.

The first article in this series appeared on December 3.

Lombard

Old fashioned Europeans

By Malcolm Rutherford

MRS THATCHER made a very interesting and so far little noticed comment about British foreign policy in her interview with Michael Charlton on BBC Radio 3 last week. Asked about the Anglo-American relationship and Britain's role in Europe in the context of the Westland helicopter argument, she denied that there was any question of Britain having to choose between Europe and the US. We have both.

She went on: "Really, the free world is centred round the Atlantic. On one side, Europe, the other Free World. On the other side, the United States is Europe overseas."

And she added for good measure: "Britain's role is very, very special. I think we have probably the best view of Europe. Do not regard Europe/America as either/or. Recall it as two pillars between which a bridge runs."

The Prime Minister is right, but does not yet go far enough. She omits the Pacific.

One of the intriguing aspects of the Westland saga has been round demanding a "European solution." There have been some strange bed-fellows: most of the Labour Party, for instance, as well as Mr Michael Heseltine, the Defence Secretary, and Lord Weinstock of GEC coming in with a last-minute bid.

Some 20 years ago, such an approach would have been correct. There was, then, a case for building up what the late President Kennedy called the twin pillars of the Atlantic Alliance. The trouble is that Britain was not a founding member of the European Community and, indeed, did its best to prevent its coming about. The Community that Britain eventually joined and of which it has become a full and active member is an altogether different entity from that envisaged by the original Six.

Today, there are all sorts of cross-Atlantic links. Siemens a German company, when it invests directly in the US, is not European or is it simply a multi-national going its own way? Multinationalism and multi-lateralism are the order of the day. It is more a case of

a seamless web of interdependence than twin pillars of separate identities. It is, in any case, odd to talk about a European identity, when the other half of Europe is excluded.

The argument over Westland has assumed symbolic proportions. Apart from the fact that the outcome is not of earth-shaking importance, it is hard to see why an agreement that includes Fiat of Italy, as well as Westland itself, and brings in the best of American technology can in any way be regarded as anti or even un-European. Britain, after all, is part of Europe.

That is where Mrs Thatcher is right. There is a bridge across the Atlantic, and the bridge is Britain.

Where she is wrong is in not taking the argument further. If Western Europe wants to be more of an equal partner or competitor to the US, it needs a new ally. On the assumption that the ally is not going to be the Soviet Union, and that the future of China is uncertain, there is only one place to turn: Japan.

Japan is very powerful and very lonely. Yet, an alliance between the West Europeans and the Japanese would change the global balance of power overnight. Everyone would be obliged to take note: the Russians, the Chinese and the Americans. Who knows? The Japanese, if asked, might even have put some money into Westland helicopters and provided markets in the Far East into the bargain. Nobody thought of it.

Sir Geoffrey Howe, the Foreign Secretary, is fond of saying that Britain usually does the right thing in the end, only 20 years too late. The relationship with the European Community is a perfect illustration. Britain joined too late. Mrs Thatcher was a late and reluctant convert to the possible benefits and the Labour Party is only beginning to catch up. Yet the catching-up is with the Europe that might have been 20 years ago, not the loose collection of states that exists today. There is no such thing as a "European solution" to anything in the old terms. Why not leap forward and take in Tokyo?

Lawmakers and obedience

From Mr F. Flinton

Sir—I can understand the wish for the highest standards of integrity in the City. I agree with that, but find it increasingly hard to accept homilies from politicians. While they are unable to agree on full and mandatory disclosure of their financial interests, they seem to be unaware of just how much detail the Companies Acts impose on company directors as far as full disclosure is concerned, and most auditors insist on annual confirmation signed by the director in person.

When I look at the way overseas junkies are handed out by Ministers and the respective Whips' offices, whether to reward long plodding service or as deterrents for future compliance (without any obligation to account or disclose details for any public scrutiny) I must say I would find it easier to accept new laws, if our lawmakers at least imposed an enforceable basis, the same standards on themselves, that they rightly demand from others.

Abolition of domestic rates in the United Kingdom was a clear Conservative manifesto pledge before the last two elections, not to mention a reduction in the share of the state take of national income. What would happen to any bank or stockbroker lending their names to such promises in an offer for sale?

I know of no accountant who would be willing to treat as a reduction of public expenditure the proceeds of privatisation. I could go on, but the point is surely that until members of Parliament accept for themselves and impose on the Government the same standards they wish to be followed by others, the present disdain and, frequently, contempt felt by the public for politicians on all sides will increase, with all the harm this implies to our political system.

F. R. Flinton

38 Abbey Gardens, NWS.

Channel link

From the Editor,

Railway Gazette International

Sir—The optimistic forecast by French Railways (SNCF) mentioned in your December 16 Channel project feature, that as many as 10 through trains an hour might want to transit the tunnel would certainly not "create capacity problems" for Channel Tunnel Group's link, as Andrew Taylor suggested. Long before such traffic levels were reached, fully automatic driving under computer control would make it possible to operate at two-minute headways, giving a theoretical capacity of 20 trains an hour each way. This is a

Letters to the Editor

huge volume of traffic—road or rail—far in excess of any credible forecast for the next 20 years.

SNCF would prefer exclusive use of a rail tunnel, given the choice because its trains could go through faster if there were no shuttles in the way. But his option is only available in practice if new iron case can be made right now for investing £1.4bn in separate rail tunnels, as proposed by Euro-Route. This in turn means convincing investors that SNCF's estimate of £1m per year is rock solid, whereas it actually rests on decisions which may (or may not) be taken by the French, Belgian and German Governments several years hence to spend billions of pounds on new rail infrastructure.

Once road traffic is catered for by the shuttles, CTG's through rail facility demands no extra investment. So the railways have no need to commit themselves in advance to the level of traffic which they do not at present have the physical resources to generate.

II. In the next century, high speed trains prove so successful that a case can be made for investment to reduce the delay imposed by the shuttles, extra rail tunnels could be bored alongside. This could be done in stages—for example by driving a parallel bore to the steep climb up to the Cheriton terminal which would allow shuttles to overtake the train which slows them down. Richard Hope, Quadrant House, Sutton, Surrey

Trend of pay settlements

From the Editor, *Incomes Data Services Report*

Sir—Your report (December 18) that the CBI's view that the trend of pay settlements is now flat apparently conflicts with reports by independent pay research groups. Our latest research findings are not dissimilar to those of the CBI databank. We said that the going rate of basic increases from 5 to 8 per cent, set in the spring and summer of 1985, has been maintained in the period from August to December.

On the other hand we have also looked in detail at individual settlements effective from October to December 1985 and compared the percentage increases on basic rates with those set in the same negoti-

tions in the equivalent months in 1984. This year-on-year comparison showed more settlements were up (by a small amount) than down.

This analysis of pay settlements is set confirmed by the CBI databank figures for 1984 and 1985. The CBI said that the average level of settlement in manufacturing for the period August to December 1984 was 6 per cent whereas for the same period in 1985 the CBI's average is 6.5 per cent. This year-on-year comparison shows that there has been (on average) a small rise in the level of settlements in a reasonably matched sample of negotiations.

Our month-by-month analysis has shown that there was a small upward drift in settlement levels in the first month of 1985, since when the overall range has remained fairly stable. But this autumn settlements have been slightly higher than a year ago at a time when the CBI has called for member companies to settle 2 per cent below last year's increase.

Settlements are "flat" when compared with the second and third quarters of 1985 but not when compared with the equivalent period last year. Alastair Hatchett, 140 Great Portland Street, W1.

Scarcity of skills

From Mr D. Clarke

Sir—The Manpower Services Commission report on training "A challenge to complacency" (December 11) includes some valuable proposals for meeting a crying national need. But the Government will certainly need to recognise the fundamental significance of training and put its own weight behind the necessary changes if they are to be effectively implemented. Statutory support is likely to be needed not only to encourage employers to do their bit but also to ensure that individuals from the high school stage onwards who want to acquire relevant skills and update them have the opportunity to do so. It is unfortunate that the Government, according to your industrial editor, has not been willing to consider creating the necessary statutory framework although elements of a comprehensive policy exist in the various responsible departments.

Ministers are currently more concerned about the rising cost of labour than its effectiveness in adding value. But there may be a causal relationship between the unacceptable rise in wage rates, identified by the Chancellor, and the unacceptable shortage of appropriate skills, identified by the MSC.

There seems no doubt that a scarcity of skills forces up the price of labour by competitive bidding: the financial sector provides a particularly notorious example at present.

Organisations which have no training resources of their own buy in the necessary trained staff on irrevocable terms, rather than spending time and money on the necessary training. The investment in training is too heavy for the affected businesses merely to accept the losses, so pay rates generally have to be adjusted to stem the outflow of skilled staff, even though there are no consequential productivity gains.

It is not apparent from the summary whether the question is covered by the report but if the MSC could substantiate the theory that a direct link exists between skill shortages in industry and excessive pay rises their proposals might carry more weight with both Government and employers.

D. R. Clarke, 37 Cottenham Park Road, SW20.

Incentive schemes

From the Chairman, James Beattie

Sir—I have yet to hear of management incentive scheme which, thoroughly tested over a ten-year period, has been judged a success.

Financial incentives will not stimulate chief executives to greater wisdom, integrity or leadership, and practically all schemes of incentive pay are so what extent a chief executive has fully exploited the benefits available in good times, or give credit for brilliant defensive action in the bad.

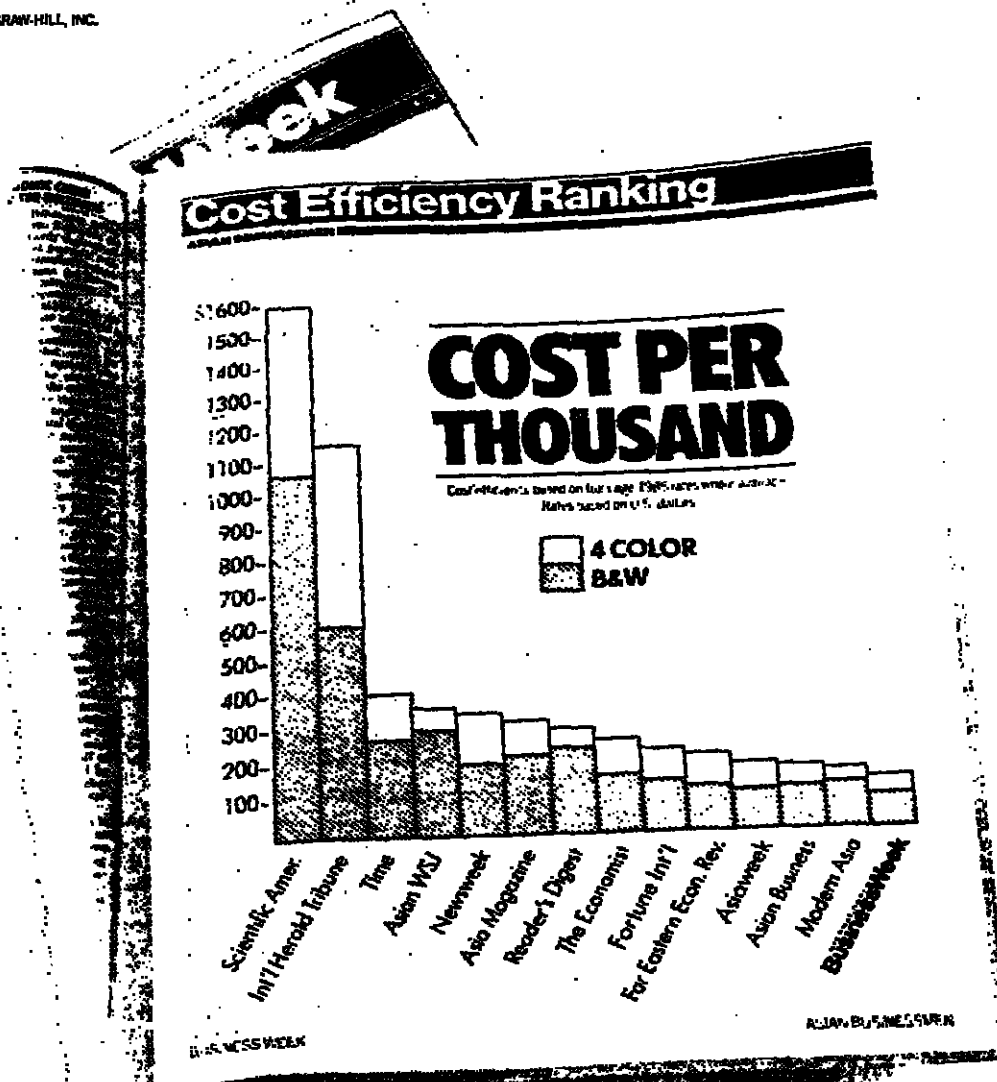
The greatest defect in so-called incentive schemes is the way in which they lead to the deadly "we and they" situation within a company, the management receiving all kinds of benefits not available to others, in particular the indecently high golden handshake awarded on failure.

Businesses need dedicated, unselfish leaders who pursue excellence in all things and see as a top priority the creation of a happy, self-respecting team which they are proud to lead, not those who pursue the cult of personality.

Unless British industrial companies seek to copy the kind of spirit prevailing in a good military unit, and the methods by which this is achieved, the British disease will continue to kill us.

James Beattie, 71-78 Victoria Street, Wolverhampton.

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INTERNATIONAL BusinessWeek

Terry Byland on Wall Street Tobacco regains its puff

THE LATEST broadside against the US tobacco industry, in the form of a devastating report from the Surgeon-General on the effects of smoking on the nation's workforce, failed to check the revived investment interest in tobacco shares. Philip Morris, R.J. Reynolds Industries, American Brands and US Tobacco - which concentrates on producing chewing tobacco - all joined in Friday's strong rise on Wall Street.

All four extended the gains chalked up at the beginning of the week in the wake of apparently favourable rulings over the industry's liability for death from diseases related to smoking. But the rulings are no more than a first step in the potential avalanche of disease-related claims that has cast a shadow over the tobacco sector.

Tobacco shares have outperformed the market since the beginning of the month - although that may mean less than it says, since most of the sector has woefully underperformed against industrial shares since the latest bull surge started in September.

More significant than the price gains may have been the heavy turnover in tobacco issues last week. Philip Morris and Reynolds, the core of the sector, featured prominently in the active shares list of the New York Stock Exchange for two consecutive days.

Both shares still figure extensively in institutional portfolios, yet there were no reports of sizable block trading on Monday, when 2.3m Reynolds and 1.8m Morris

Price	% change
Dec 1	
Philip Morris	87 +8.4
Reynolds	31% +8.6
Am. brands	65% +7.8
US tobacco	33% +5.4
S&P 500	211.10 +4.4

shares changed hands. That suggests that the institutions may have been offloading tobacco shares on to the private investor.

That would tie in with the generally cautious view of the recent legal rulings by tobacco-sector analysts on Wall Street. There was no shortage of advice to "sell into strength," or "avoid increasing equity stakes."

Of the two rulings that fired off the gain in tobacco shares last week, one related to the California judgment that dismisses attempts by GAF to involve Reynolds and four other tobacco manufacturers in liability suits against it by sufferers from asbestos-related sicknesses.

The asbestos-related threat was always a slightly tangential issue for the tobacco companies, whose real fear is the straightforward claims from representatives of lung cancer victims. Moreover, the Surgeon-General seemed to relegate the asbestos-related claims to the sidelines when he said that smoking is "a greater cause of death and disability" than working with either asbestos or coal dust.

That puts tobacco shares back on the hook of the cancer-related suits, the first of which - aimed at R.J. Reynolds - will be presented to a California jury this week by the redoubtable Mr Melvin Belli, the scourge of the personal liability courts.

The sight of Texaco reeling towards Chapter 11 after a federal court ordered it to pay \$11.1bn to Pennzoil presented Wall Street with a sharp lesson of what the law can do to a major corporation. The oil company may yet escape the worst effects of the penalty, but it is hard to see how the tobacco groups could escape from just one adverse ruling on a cancer-related death.

Yet R.J. Reynolds's stock price, now close to its 12-month high, has risen by 19 per cent since the start of the latest bull phase in September which has put only 13 per cent on the S&P 500, or 17 per cent on the Dow Jones industrial average.

Such confidence reflects Reynolds's success in diversifying out of tobacco and into the role of the largest consumer products company in the US, with Nabisco Brands, Del Monte, Kentucky Fried Chicken, Canada Dry and Shredded Wheat in its stable.

Philip Morris, despite the acquisition of General Foods, is still tagged as the biggest US cigarette manufacturer, and its share price has lagged behind both Reynolds and the S&P index.

But the problem for the stock market is now to measure the potential damage to the companies of any adverse product liability suit. And that problem will come a significant step closer this week in a California courtroom.

FINANCIAL INSTITUTIONS TO BUY MOTOR PARTS GROUP

BL to retain Unipart stake

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT, IN LONDON

UNIPART, the spare-parts distribution business within the BL group, is to be sold within six months to a consortium of financial institutions, but the British state-owned group will retain a substantial minority shareholding.

That method of privatisation has been chosen because Unipart is not so attractive to private investors as was Jaguar, which BL sold last year, particularly as efforts made to prepare the company for sale have reduced its profit substantially.

Unipart's audited accounts, which have now been filed, show that it made an operating profit of only £3.7 (\$12.4m) for 1984, whereas the BL accounts last April credited it with a profit of £14m.

For 1983, the BL report gave Unipart's operating profit as £16m while the audited results show a profit of £17m.

The difference is accounted for by changes in the arm's-length contractual arrangements between Un-

ipart and other BL companies made in preparation for its separation from the group.

The disposal of three loss-making subsidiaries by Unipart; the treatment of the results of Edmunds Walker, the distribution business acquired in August last year.

Edmunds Walker, bought from AE for £15m, provided Unipart with another 120 outlets and 30,000 motor-trade accounts for its components distribution business but has been turning in net losses of about £5m a year. However, the institution seems satisfied that there is nothing fundamentally wrong with Edmunds Walker and that Unipart is a better company for having bought it.

Unipart's accounts state that the changes to the arrangements with other BL companies in 1984 "led to a reduction in profit."

Sales to BL companies last year were £248,300, or 22.9 per cent of the £1,081.1m turnover, a reduction

from £946,130 in 1983, representing 27.4 per cent of the £3,446m turnover.

BL argues that the substantial business links between Unipart and its other subsidiaries justify its retention of a significant shareholding - the size of which has still to be determined - when the company is returned to the private sector.

But it also raises questions by critics about the advisability of a leading car company BL's Austin Rover - selling its spare parts distribution business.

The Unipart accounts also show that during last year the SU Bute division, consisting of five manufacturing companies, was split up and three businesses transferred to ARG Holdings, BL's car division.

That involved an exceptional write-off of £3.8m and redundancy costs of £1.5m. After taking account of those items, SU Bute lost £1.1m last year, the same as in 1983.

Capital expenditure last year was £12.87m, up from £8.5m.

to ARG - Llanelli Radiators and Beaulieu Engineering of Tipton, Staffordshire - now form the SU Bute division with ARG, but the third, Bute Electronics of Leyland, in north-west England, was subsequently passed on to Leyland Vehicles' parts division.

Unipart has retained Oxford Exhausts and Coventry Components, an engine remanufacturer, which both make products sold by Unipart in the aftermarket.

The accounts show Unipart as currently funded mainly by an interest-free loan of £110.5m from BL.

The net book value of its assets at the end of December last year was £40.7m, up from £32.7m at the same time in 1983. The company paid tax of £173,000 in 1984 to give a net profit of £3.54m against £17m.

Total redundancy payments, including those at SU Bute, cost £2m last year, the same as in 1983.

Capital expenditure last year was £12.87m, up from £8.5m.

Brussels proposes four-year extension to fibres agreement

BY ANTHONY MORETON IN LONDON

THE EUROPEAN Commission has proposed that the Multi-Fibre Arrangement (MFA), the world agreement that controls much of the international trade in textiles and clothing, should be extended for a minimum of four years when it expires at the end of next July.

It has also suggested that the rate of increase of imports from dominant suppliers such as Hong Kong, South Korea and Taiwan should be cut to allow poorer countries, such as Bangladesh, Sri Lanka and Pakistan, greater access to Europe.

Those proposals will be put before the EEC's Council of Ministers at its next meeting in Brussels on January 27 when the future of the MFA is under discussion.

Both the EEC, which negotiates on behalf of 12 members - to be increased to 13 on January 1 with the accession of Spain and Portugal - and the US are now drawing up mandates that look likely to be tougher than was thought six months ago.

The European Commission has

proposed, for instance, that there should be a revision of the surge clause, which allows the temporary reduction of largely under-used quotas if there is a danger that the level of exports would rise suddenly.

In addition, it wants some technical changes, such as making the basket-extractor mechanism - which allows new quantitative limitations during the life of the MFA - more liberal. It has become clear that the 12 European governments are hopelessly divided over those recommendations and it will be difficult to reach a meaningful agreement.

As a result of the accession of Spain and Portugal, both important textile and clothes-producing countries, the Europeans have split into three groups instead of the usual two.

Four countries - West Germany, Denmark, the Netherlands and the UK - are seeking a more liberal mandate than that agreed four years ago when the MFA was last extended.

France, Italy, Ireland, Belgium and Luxembourg have refused to shift from their traditional pose of wanting tough conditions imposed on the suppliers.

A third group, comprising Greece, Spain and Portugal, has now emerged. It wants an even tougher stance than that advocated by the traditional hard-liners.

Because of the divisions, officials in Brussels are pessimistic about getting agreement from the Council in January and believe it might be the end of March before a consensus emerges.

At the same time, the possibility of a more liberal US mandate has been exaggerated by the decision of President Ronald Reagan to veto protectionist measures in Congress.

To placate the many critics of his veto, the President has instructed Mr Clayton Yeutter, the US Trade Representative, to negotiate "aggressively" a new round of talks on "terms no less favourable than the present."

Iran may switch car contract to Nissan

Continued from Page 1

subject with the Iranian authorities took place three months ago.

The impact on the UK company's plant at Stoke, near Coventry, where 1,450 people are employed building Peugeot kits and engines for other models, almost certainly would not be felt for two to three years even if a deal with Nissan were signed immediately.

The Iranians, keen on promoting domestic employment, are insisting that the level of "local" content must move well above the 65 per cent level achieved by Talbot with the Peugeot.

Even so, Peugeot's body pressings are produced domestically, and Talbot executives with long experience of working with Iran National believe it would take three years to re-equip the plant, manufacture new tooling and bring a new model on stream.

By that time, Peugeot's UK subsidiary hopes to be making enough new models for UK and continental European consumption largely to offset the demise of the Iranian business. Moreover, with more than 1m Peugeot cars on Iran's roads, it should have a substantial source of replacement parts business for years to come.

Peugeot Talbot is likely to have mixed feelings about the prospects for the Peugeot business, which began in 1967, finally drawing to a close.

One the one hand, the revenue it generated - up to £130m (£185m) in some years - probably prevented the Peugeot parent from closing its UK subsidiary altogether as its share of the UK market shrank from around 12 per cent to the current 4 per cent.

On the other, it has been notoriously unpredictable, being subject to persistent interruption in the face of Iran's finance problems arising from the long-running war with Iraq.

Payment problems led Peugeot Talbot to ship no kits at all to Iran between November, 1984, and August of this year, a situation said by the company to have been responsible for its sharply higher pre-tax loss of £13.1m in this year's first half, and for the fact that there is no prospect of a profit for the full year.

The company made a profit of £27,000 last year, down from £3.1m in 1983 - the first year for a decade in which it had been in profit.

Peugeot Talbot's contract provided for 100,000 kits a year. The higher volumes envisaged for a new car is an indicator of Iran's desire to get to grips with current seven-to-eight year waiting lists. Nevertheless, it is still according cars a low priority in its foreign exchange disbursements. A new contract for Nissan would be likely to involve an oil barter deal.

Mandela held after return to Soweto

Continued from Page 1

ulation that Mr Mandela, perhaps South Africa's most important black leader, might be offered conditional release by the authorities after 23 years in detention. Western governments have urged Pretoria to begin talks with Mr Mandela and other black leaders.

Speaking after Mrs Mandela's expulsion from Soweto but before her subsequent arrest, Bishop Desmond Tutu, the black Anglican Bishop of Johannesburg, accused the Government of "trying to break her spirit harassing her, doing all kinds of things, but they've failed miserably. All they've done is increase her stature in the black community and the international community."

The Government's partial relaxation of her original banning order may have been an attempt to display flexibility ahead of imminent visits to South Africa by the Commonwealth contact group, and the committee appointed by President Ronald Reagan to re-assess US policy towards South Africa.

If this is correct, it has backfired, for Mrs Mandela's arrest is likely to attract protests from Western governments as well as fuel black resentment in South Africa itself.

Eight people were injured in Durban on Saturday when a black youth threw a bomb under the car of a family of white holiday-makers. Elsewhere, violence continued in black townships and police, said that they used tear gas and bird-shot to disperse rioters.

'Coup plotters' named as Lagos arrests over 300

Continued from Page 1

itary Council under Babari, he was dismissed when General Babangida left him off the SMC successor, the Armed Forces Ruling Council.

Group Captain Salawudeen Lateo, director of personnel in the air force, which for the first time in Nigeria's history of coups seems to have played a prominent role. A former governor of Kwara state under Babari, he is regarded as close to General Tunde Idiagbon, a leading figure in the Babari regime who was placed in detention after the August coup.

Colonel Obeya, director of intelligence at Defence Barracks, Lagos, and Colonel Obe, military intelligence, Appa, Lagos.

Col Obeya, a key government source, played a key role both as instigator of the coup plot and a coordinator who tried to forge different factions into one bloc.

The air force involvement, say the sources, included a plan to bomb Dodan barracks, likely to have remained loyal to President Babangida despite Col Obeya's alleged role.

The disruption caused by the plot and its aftermath comes at a critical point in the country's fortunes, for the budget is due to be delivered at the end of this month.

Now that the IMF has been rejected, which in turn rules out a World Bank structural adjustment loan and the rescheduling of some \$20m of uninsured trade arrears, the budget must set out an alternative economic strategy which also takes account of the further fall in world oil prices.

Westland chief's doubts

Continued from Page 1

the Libyan Government in Fiat (secretly known for several years) to question the suitability of the Sikorsky-Fiat plan.

Mr Heseltine noted that if this turned out to be true, it would have implications that as Secretary of State for Defence I would have to put to my colleagues.

Mr Heseltine said that his ministry's offer to buy six Sea King helicopters was dependent on achieving savings by spreading overheads which would result from the imple-

mentation of an agreement between European defence ministers on the purchase of a common battlefield helicopter.

Similarly, he pointed out that there was no money in the existing UK defence budget for the purchase of the Black Hawk system which would be built by Westland if it linked with Sikorsky. This was because of an inter-departmental recommendation to carry on with existing helicopter types into the 1990s and then adopt a European solution.

World Weather

	°C	°F		°C	°F		°C	°F		°C	°F
Amman	15	59	London	12	54	Madrid	10	50	Paris	10	50
Algiers	15	59	Lyons	10	50	Moscow	5	41	Rome	12	54
Ankara	10	50	Manchester	10	50	Nairobi	20	68	Seville	15	59
Athens	15	59	Madrid	10	50	Shanghai	10	50	Stuttgart	10	50
Bahia	22	72	Moscow	5	41	Singapore	25	77	Toronto	5	41
Bangkok	28	82	Nairobi	20	68	Sydney	20	68	Washington	5	41
Bombay	28	82	Shanghai	10	50	Taipei	15	59	Wellington	10	50
Buenos Aires	15	59	Seville	15	59	Tel Aviv	15	59	Yokohama	10	50
Calcutta	28	82	Stuttgart	10	50	Tokyo	10	50			
Cairo	20	68	Taipei	15	59	Toronto	5	41			
Cardiff	12	54	Tel Aviv	15	59	Wellington	10	50			
Chennai	28	82	Tokyo	10	50	Yokohama	10	50			
Columbo	28	82	Toronto	5	41						
Dakar	25	77	Wellington	10	50						
Dhaka	28	82	Yokohama	10	50						
Durham	10	50									
Edinburgh	10	50									
Geneva	10	50									
Hong Kong	25	77									
Hyderabad	28	82									
Jaipur	28	82									
Jakarta	28	82									
Kuala Lumpur	28	82									
Lahore	28	82									
London	12	54									
Los Angeles	15	59									
Lyons	10	50									
Manila	28	82									
Mumbai	28	82									
Nairobi	20	68									
Paris	10	50									
Rangoon	28	82									
Reykjavik	5	41									
Rio de Janeiro	20	68									
Rome	12	54									

Readings at mid-day yesterday

Ski holidays feel the heat

UNSEASONALLY warm weather is turning the start of the European ski season into something of a disaster, writes Arthur Sandles in London.

Hotel booking for Christmas and the new year are poor as ski lifts stand idle in spring-like meadows. Unless there is a sudden, dramatic change in conditions, thousands of holiday-makers heading for the slopes this week are destined for disappointment.

The lack of snow has depressed package tour bookings and provoked a fall in skiwear and ski equipment sales in the UK, for example. "We have certainly cut back," said Britain's biggest tour operator, Thomson Holidays. "The

lack of snow is discouraging the market."

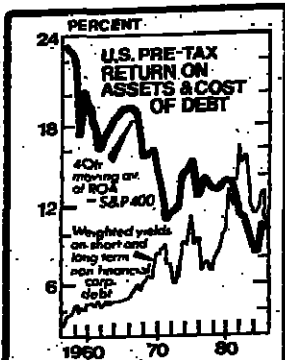
According to the Ski Club of Great Britain, which has its own representatives in dozens of resorts throughout Europe, some resorts had not opened for ski business yet. In Courmayeur, Italy, there is hardly any skiable snow. The luxury resort of Crans-Montana, in Switzerland, also has problems.

In Gstaad, there has been only one lift in operation in recent days and the weather has been so mild that skiers have been using the nearby Diablerets glacier.

Some resorts do have snow. Livigno, in Italy, and St Anton, in Austria, seem to have fared better than most.

THE LEX COLUMN

Paper chains for the new year



There could be a world in which aggressive takeovers and high-risk, high-coupon bond issues had nothing to do with each other. But in the view of the US Federal Reserve, in the real world the two subjects are closely enough linked; otherwise the Fed would scarcely have thought it worth while limiting the ease with which "junk" paper can be used to pick off slow-moving corporate targets. By requiring much more equity up front - roughly half the money, in fact - the Fed is likely to make the life of entrepreneurial raiders, and of Dresel Burnham Lambert, the high-yield bond experts, rather less enjoyable in the new year.

That is presumably not the prime intention behind the move. Although raiders are not popular in all quarters - not everybody believes in economic creation through corporate destruction - the first line of defence in the US against a T. Boone Pickens is takeover litigation; holding the balance between raiders, shareholders and management is a job for the courts, more than the financial authorities. But their evident concern with the balance sheet strength of the company sector is thoroughly legitimate.

It is already quite some time since the return on assets in the S&P 400 companies (based under the yield on corporate debt, and their once-luxurious interest cover has narrowed accordingly. In the mid-1980s, cash flow was not infrequently over 20 times the interest bill; nowadays, six or seven times is apt to be considered excessively conservative.

When a balance sheet is restructured in a Ted Turner or P. Diddy-style cash takeover - financed at the outset by the issue of very high yield bonds - interest cover is necessarily narrower still. That is because the post-operative state of such a takeover balance sheet is one in which almost all the equity has been replaced by debt; cash flow is then dedicated to servicing the coupon and paying down the debt.

The desired result is that the return on equity goes up sharply, partly through motivation of management, partly through sheer arithmetic. In a period when a less generous US corporate tax regime is likely to squeeze after-tax rates of return, this preference for debt is easy to understand: interest is substituted for tax and the net return on equity levered up. But if the business is not as fundamentally

profitable as the entrepreneur believed, the cards may collapse.

If things go wrong, the fact that post-takeover assets are financed by bonds, not common stock, may have more unfortunate consequences for the financial system than would be the case for a pure stock market disaster. That is because, for example, chronically in need of high yields to service their own obligations, are ill-equipped to shoulder the equity risks which lenders are implicitly taking on in order to justify high coupons.

The defence against such worries is that the probability of loss from investing in unrated bonds can be shown, over a long period, to have been less than those occasioned by holding bonds which lost their rating. An investment held through a decently spread junk-fund has tended to produce more than enough extra coupon flows to compensate for the higher incidence of default; in a measuring and increasingly efficient junk-paper market, however, the excess returns should become harder to achieve.

Supposing that the bulk of the leveraged deals have indeed been well thought out, from the entrepreneurial standpoint it is much less clear that their multiplication over the next few years would be good for the US economy. Stock market ratings which leave assets at deep discounts may express no more than the hunger of capital markets for maximum short-term returns; at high-test interest rates the present value of long-term projects notoriously becomes "unconscionable." Old oil is unlocked by Mr Pickens, new oil left in the ground.

Meanwhile, the junk-leveraged entrepreneur has to set about managing cash flow to pay interest bills. That is good for many a business if it imports tight cash disciplines for the first time, but few

would deny that it often means clamping down on capital replacement and so-called "discretionary" development spending.

Unless the initial takeover was a steal, much of the cash that reappears in a leveraged balance sheet one or two years down the road will be an accumulation of disposal profits and unspent depreciation flows. By allocating assets efficiently but exclusively to short-term uses, the market can easily allow people to mortgage the future and feel rich. It is much harder for everybody to stay ahead of this game indefinitely.

Stores

Tomorrow, the last day of Christmas shopping, British retailers should find in their tills a respectable, if not spectacular, take. Investors in the stores sector, though, have had a rather rougher seasonal ride. Since the FT All Share and the Stores indices peaked simultaneously a month ago, the Stores have



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday December 23 1985

Our merchant bankers say we'll be ready for the USM once we take on ...

Senior Securities
CITY OF NEW YORK, NEW YORK AND NEW JERSEY
The first members to ring

EURONOTES AND CREDITS

Banks prominent as Euro-commercial pace is maintained

THE EURO-COMMERCIAL paper does not stop for Christmas, writes Peter Montagnon in London.

That was the message from last week as several more programmes were launched even though the flow of syndicated loans and note-issuance facilities almost dried up.

Banks figured prominently among the new deals, however, leading to some comments in the marketplace that the business reflected more an extension of the certificate-of-deposit market rather than genuine commercial paper business.

National Australia Bank launched the largest deal - a \$500m programme arranged by itself and Swiss Bank Corporation International. Swiss Bank will be a dealer in the paper, alongside Shearson Lehman, Citicorp and Bank of America International.

Another deal came from Finland's Kansallis-Osake-Pankki, which announced a \$300m Euro-commercial paper and certificate-of-deposit programme for which Morgan Guaranty, Shearson Lehman and the borrower's London branch will be dealers. Union Bank of Finland launched a \$200m programme for which Merrill Lynch, Swiss Bank Corporation and the bank's London branch will act as dealers.

One non-bank borrower, however, was Nevi, Scandinavia's largest financial services company, which recently arranged a \$65m credit and is now extending its borrowing activity to the securities market for the first time. Nevi launched a \$100m Euro-commercial paper programme for which it has appointed four dealers: Morgan Stanley International, Banque Paribas Capital Markets, Credit Suisse First Boston and Enskilda Securities.

By contrast, the Eurocredit market was rather quiet, with borrowers reluctant to launch deals during the run-up to Christmas. Most

bankers expect the new year to see a fairly active resumption of business, although by and large corporate rather than sovereign borrowers are expected to dominate the scene.

Still awaited is a mandate from the French railway, SNCF, which is seeking a sizable facility, but Bankers Trust has quietly arranged a \$150m club credit on undisclosed terms for Credit Populaire d'Algerie, a relatively rare borrower.

In the Far East, Korea Electric Power is seeking a \$100m, eight-year credit divided into two tranches, one of which is tax-spared.

The conventional tranche will bear a margin of 1/4 per cent over London interbank offered rate (Libor), while the margin on the tax-spared tranche which offers tax advantages to some lenders will be 1/4 per cent. Agent bank is KEB (Asia) Finance and repayments begin after a four-year period of grace.

The \$300m note issuance facility for Enel, which met criticism from some bankers when it was launched by Citicorp because of its fine pricing, has been increased to \$400m because of heavy oversubscription totalling about \$370m. Also increased to \$380m from \$300m is the revolving issuance facility for Weyerhaeuser of the US.

In rescheduling developments, last week saw a rush of signings ahead of the year-end. Yugoslavia and Ecuador both signed multi-year reschedulings with commercial bank creditors covering \$3.8bn and \$5.2bn of debt respectively.

Bankers say that, as the new year gets under way, attention is likely to focus again on the larger debtors. Brazil is to resume discussions in January on a restructuring of debt falling due in 1986 and 1988. Mexico is expected soon to reach an agreement with the International Monetary Fund opening the door to talks with banks on net loans of \$2.5bn in 1986.

INTERNATIONAL BONDS

World Bank breaks festive calm

BY MAGGIE URRY IN LONDON

THE WORLD BANK shattered any pre-Christmas calm in the international bond markets last week. The markets' biggest borrower contributed to a record year and is closing with a record deal, the first 30-year, fixed-rate Eurodollar bond.

This could be one of the significant issues of the year and serve as a benchmark for future deals. Market historians were scratching their heads last week to try to recollect a deal longer than Consolidated Food's 18-year issue launched in 1973. The World Bank deal also required lead manager Deutsche Bank Capital Markets to decide what commissions on the maturity should be - 2 1/2 per cent was considered correct.

The issue got off to a good start in Japan on Thursday night and, with unexpected demand coming in from Europe, it was increased to \$300m on Friday morning. It continued to trade within the 1 1/2 per cent selling concession.

It was a clear success and opens the way for more issues with this maturity. Until now only the US bond market and the bulldog market in sterling have offered opportunities for borrowers to fix for such a long term. Many borrowers, however, are too nervous of criticism to lock themselves into an interest rate for such a period. Rates could go lower yet, and if they do the World Bank may well borrow more. But it is difficult to forecast that during 30 years there will not be times when this deal will look brilliant.

Eurobond investors are clearly prepared to buy long maturities, from the top-class borrowers at least, especially if, like the World Bank issue, they are non-callable for life.

The World Bank arranged another 30-year deal this month - through the Shearson Lehman Brothers synthetic issue, created from a 15-year Eurobond and a 30-year serial zero. Both gave a tight spread relative to US Treasury bonds, although the market has moved up so much lately that the second gave a lower all-in cost.

Since July this year the World Bank has borrowed about \$6.8bn out of a borrowing programme originally planned at \$9.5bn. The average cost to the bank, after taking

account of swaps, is around 7.14 per cent.

The market's strength derives from the run in the New York bond market. Issues for Statoil and European Coal and Steel Community both traded well last week.

Similarly, the recovery in the domestic yen bond market has brought out a crop of Euroyen deals. Some of these have been slow moving, with many syndicate

EUROMARKET TURNOVER

Turnover (\$m)

Primary Market	Swaps	Conv	FRN	Other
US\$	6,588.8	72.5	6,201.8	194.5
Yen	5,385.5	4.3	5,381.2	537.5
Other	1,171.8	8.7	3,179.5	218.3
Prior	548.8	4.2	20.1	117.3

Secondary Market

US\$	13,824.4	1,503.3	13,388.5	2,822.8
Yen	16,892.0	1,573.2	14,693.8	2,599.7
Other	3,563.3	143.5	2,188.3	1,882.2
Prior	4,164.8	185.5	2,655.8	2,178.2

Week to December 19 1985 Source AIBD

managers complaining that no price could be found in them. Best of the bunch was Credit Foncier's, where the quality of the borrower shone through.

The dual-currency issues in particular have had a difficult time, and the co-management group for Monsanto's issue, launched the week before last, was announced only on Friday. Even then, lead manager Bank of Tokyo International did not give a trading price for the bonds.

The Swiss franc foreign bond market is also ending the year on a firm note with prices up by 1/4 to 1/2 on average, with a few star performers such as Hoogovens' 12-year 5 1/2 per cent issue gaining 1 1/2 points on the week. New issues met an encouraging response.

The Italy zero-coupon issue, which has not yet been listed on the Zurich Stock Exchange, is expected to start trading there shortly.

There was some good activity in the D-Mark Eurobond market last week, inspired also by the New York market's strength. Prices gained around 1/4 point. The World Bank's zero-coupon issue has risen from 14 1/2 to 15 1/2 on the week.

All-year-round gifts abound for borrowers

CHRISTMAS would not be Christmas without any presents, writes our Euromarkets Staff.

In the Euromarket, present-giving is by no means restricted to one time of the year. Signing presents abound when a borrower ties up a deal - and often the borrower ends up paying for them.

Borrowers are unlikely to be given gold, frankincense or myrrh, but suitable gifts, according to their lead managers, are clocks or silver trays with the co-managers' names engraved on them.

Pens as a gift for co-managers are now a bit of a cliché. One banker says: "When I die they will go through my estate and find nothing but pens." However, pens used for special deals, such as the UK floater, do have something of a cachet.

Umbrellas are going the way of pens, and there is now an active swap market in them. A co-manager long of one house's umbrellas says: "I swapped a Kidder Peabody for a Merrill Lynch."

While many bankers think that going to signings is rather less amusing than sandwiches at their desk, there is often more interest in attending ceremonies for deals done by Japanese consumer products companies. Co-managers can pick up a personal stereo or a calculator.

But they are sometimes disappointed. One syndicate manager went to a signing for a Japanese photographic company hoping for a camera, but discovered they made tapes, too. He received a couple of blank cassettes.

More originality is needed in the choice of gifts. Points go to one Swiss bank, which gives co-managers Swiss army knives as presents, although there is the chance that they might tempt anyone who made a loss on the issue to use them for back-stabbing. Silver-plated letter openers are also considered desirable. But the danger is, as one co-manager discovered, that gifts consisting of sharp-looking metal, given at a signings held abroad, bring suspicion from customs men.

A tie, often the solution to a present for a difficult uncle, is in the increasingly liberated banking world something of a risk, and the choice of colour and pattern is a problem.

The Bond Aid appeal for the Save the Children Fund raised \$550,000, with donations coming from a wide spread of banks, securities firms and legal practices. In all, 55 houses made donations, although many of the leading Eurobond market names did not contribute.

Denmark breaks silence on its swap-market techniques

THE KINGDOM of Denmark has become the latest international borrower to break silence on its activity in the swap market, writes Erik Montagnon, Euromarkets Correspondent, in London.

Figures made available by the Finance Ministry show that it arranged \$2.89bn in swaps in the two years to November, achieving a discount on London interbank offered rate (Libor) of up to 57 basis points.

Most of the swaps were used to provide cheap floating-rate finance to help Denmark to repay early all its syndicated loans bearing interest at a margin of 1/4 per cent or more, according to Mr Niels Erik Sorensen, a senior ministry official.

A detailed list of the transactions shows a steady improvement in margins achieved with a \$100m swap in December 1983 producing a cost of four basis points over Libor while the country's recent \$100m zero-coupon issue was swapped into floating-rate funds at a cost of 57 basis points below Libor.

Within that trend, one or two exceptional deals stand out. For example, Denmark was able to arrange a lucrative swap producing a cost of 50 basis points below Libor as early as November 1983. That was made possible by a private placement of \$50m at the then fine coupon of 11.9 per cent in Japan. The \$250m "minimax" floating-

rate note issued in March this year produced a swap, the cost of which varies from 25 basis points over Libor to as much as 175 points below.

Mr Sorensen explained that, alongside the floater, Denmark entered into a swap deal providing it with a 12 per cent fixed-interest flow, in return for which it was expected to pay Libor.

When the minimum coupon of 10 per cent is in force on the floater, as now, that leaves a margin of 2 percentage points out of which Denmark still has to amortise fees, producing an all-in swapped cost of 175 basis points below Libor on the package. That advantage disappears when

the maximum coupon of 11 1/2 per cent is in force on the floater. Then the all-in cost would be 25 basis points over Libor.

So far, low interest rates have made the deal particularly lucrative. Mr Sorensen says he has received offers from operators in the market to buy the swap for an upfront fee of as much as 8 per cent. That would allow Denmark to lock into a new swap producing a fixed cost of 80 basis points below Libor, a temptation Denmark has, however, so far resisted.

According to the Finance Ministry data, Denmark prepaid \$4.45bn in Eurocredits between November 1983 and April this year. The bor-

rowings were refinanced in the floating-rate-note market to the tune of \$1.95bn as well as through swaps producing an average cost saving of 55 basis points a year.

Denmark's total foreign borrowing is expected to fall next year to Dkr 68.8bn (\$1.5bn) from Dkr 91.7bn, including net private-sector capital imports of Dkr 12bn and Dkr 25bn respectively. The lower figure also reflects an expected fall to Dkr 16bn from Dkr 25bn in the country's current-account balance-of-payments deficit.

The figures also show that early repayments of debt have more or less run their course.

Mr Sorensen said, however, that the actual outcome might depend on market opportunity, especially since some of Denmark's floating-rate notes were starting to look expensive when set against the cost of swapped debt.

Despite its high Dkr 230bn total foreign debt - approaching 40 per cent of gross national product - Denmark now had sufficient liquidity to stay away from the market for nine months if necessary, he said. It was in no hurry to borrow.

"We can permit ourselves to say to banks that if they make us an offer better than 50 basis points below Libor, then we may be interested."

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New Issue December, 1985



U.S. \$100,000,000

NBD Bancorp, Inc.

Floating Rate Subordinated Notes Due 2005

Salomon Brothers International Limited

Bank of Tokyo International Limited

Merrill Lynch Capital Markets

Chase Investment Bank

Goldman Sachs International Corp.

IBJ International Limited Kyowa Bank Nederland N.V.

Manufacturers Hanover Limited

Morgan Grenfell and Co. Limited

Morgan Stanley International

Nippon Credit International (HK) Ltd.

Orion Royal Bank Limited

Saitama Bank (Europe) S.A.

Sumitomo Trust International Limited

Swiss Bank Corporation International Limited

The Taiyo Kobe Bank (Luxembourg) S.A.

Takugin International Bank (Europe) S.A.

Yasuda Trust Europe Limited

All these Securities have been offered outside the United States. This announcement appears as a matter of record only.

New Issue December, 1985



U.S. \$100,000,000

Nippon Telegraph and Telephone Corporation

(Incorporated in Japan under the Japanese Commercial Code and The Nippon Denshin Denwa Kaisha Law)

9 1/2% Notes Due 1995

Salomon Brothers International Limited

Yamaichi International (Europe) Limited

Fuji International Finance Limited

Bank of Tokyo International Limited

Banque Paribas Capital Markets Limited

Credit Suisse First Boston Limited

Daiwa Europe Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Corp.

IBJ International Limited

Kleinwort, Benson Limited

Morgan Guaranty Ltd

Morgan Stanley International

Nomura International Limited

Smith Barney, Harris Upham & Co. Incorporated

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

S. G. Warburg & Co. Ltd.

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

CORPORATE FINANCE

Finding the 'flashpoint' of convertible bonds

ISSUING convertible debt is a bit like fishing in the dark. Borrowers do it to cut borrowing costs, offering investors an equity kicker as compensation for a lower coupon. But setting the conditions for conversion involves making essentially blind assumptions about bond buyers.

The greater the chance that investors will be attracted to convert at an advantageous price, the lower the interest coupon can be. But what happens after the issue? Borrowers have differing needs, and their requirements may change over the life of a bond.

Some may want to see as much debt as possible converted into equity, boosting the capital base and reducing debt. Others may prefer to keep low-cost borrowings outstanding.

All, when they issue the debt, would like to feel that they will have some control over conversion or at least an idea of likely conversion patterns. They want orderly balance-sheet

planning, and to avoid disorderly markets arising from a flood of conversions.

To illuminate some of the murky in what is a growing sector of the Eurobond market, Orion Royal Bank has produced a detailed study based on the conversion records of 25 issues by North American and a few European borrowers. The results show that there is extraordinary diversity in the actions of investors. But the authors draw several useful conclusions.

Borrowers most commonly ask what is the "flashpoint" at which investors are likely to convert. The answer, the study shows, is that many bonds are converted when the underlying share price rises to between 20 and 50 per cent above the conversion price. Conversions are heaviest immediately after bond coupon payments.

But it is not as simple as that. In fact, there appears to be a remarkable reluctance among investors to convert even though the movement of the share price into this range

apparently makes it attractive to do so.

If there is a sharp share price rise into the range, a sudden burst of conversions tends to result. More than 80 per cent of an JNA (now Cigna) issue was converted in 1980 when the share price rose sharply.

As conversion generally takes place during or immediately after significant and strong rises in the common stock price, there is little evidence that conversions and re-sales of the underlying common stock have adversely affected the market performance of the shares concerned, Orion says. By no means all of an issue is likely to be converted in such circumstances, even if the share price continues to rise.

Investors can be strongly influenced by the relative yields on shares and bonds. There were no conversions of a Southern California Edison issue before the end of 1983 even though the share price ended the year at \$191—and

the previous year at \$171—against a conversion price of \$16.

The 10.3 per cent current yield exceeded the 9.6 per cent dividend yield at the end of the year. In 1984 nearly half the issue was converted as the share price rose further and the yield differential was reversed.

Other examples suggest, however, that a yield advantage favouring conversion persuaded bondholders only slowly to convert.

Bondholders may be encouraged to convert and then sell the shares if a bond is insufficiently liquid, preventing them from getting full market value through simply selling the bonds.

But they may hold on to bonds if they are among those Eurobond investors who prefer to preserve their anonymity, or if they would become subject to dividend withholding or other taxes by converting. Borrowers can exert some

control over conversion by including options for them to redeem—if they do so, investors must quickly convert or submit to redemption. They can also give investors the chance to sell bonds back at specified times, again concentrating investors' minds.

Investors sometimes convert even if the share price has not exceeded the conversion price. But they are unlikely to do so in the event of a "busted convertible". An issue by Xerox in 1975 offered investors the then-tempting chance to buy Xerox shares at \$148 before 1988. By the end of 1984, the shares were down to \$88 and a mere \$82,000 of the \$75m issue had been converted. The borrower has been paying 5 per cent and the issue, says Orion, is traded on a yield basis alone.

The Conversion Pattern of Convertible Eurobonds Issued by North American Corporations, Orion Royal Bank.

Alexander Nicoll

Venezuelan groups to share \$6.5bn in cheap funding.

BY RICHARD JOHNS IN LONDON

A TOTAL of about \$6.5bn in foreign exchange at a preferential rate is likely to be made available to the Venezuelan private sector by the year-end deadline for appropriating funds, according to foreign bankers in Caracas.

Only about 10 applications out of 8,350 or so originally made for dollars at the rate of 4.5 bolivars to the dollar—compared with the current rate of 14.45—had not been reviewed at the end of November by the Oficina del Regimen de Cambios (Recadi) and the Decree 61 Commission.

Claims dealt with amounted to \$14.4bn, with a balance of \$300m still to be processed, according to a memorandum sent recently by Re-

cadi to foreign creditor banks. The two most important outstanding applications were understood to be those of the affiliates of two US companies, General Electric and Caterpillar.

By the end of November, however, the central bank had concluded foreign-exchange contracts—the final stage in the process of securing cheap dollars for debt repayment—with only 105 companies, making \$2.3bn available to them.

At the same time, another 85 applications in respect of an additional \$2bn of debt had been approved and referred to the central bank of which 15 were ready for signature and another 44 had been referred back for further clarification.

Recadi and the commission have speeded up the processing of claims for preferential treatment since the imports (prior to the February 1983 devaluation) qualifying for it were defined more precisely.

But the issue of "motivated resolutions"—or the final documented judgment of Recadi—has lagged far behind. Those completed by the end of last month covered about 5,000 cases involving about \$8.6bn of debt.

So far, only two significant renegotiation agreements have been reached with creditor banks—C.A. Venezolana de Cementos for \$72m in August and Plastilago, the petrochemical manufacturer, for about \$60m early in November.

TSE to scrutinise Japan Line

BY YOKO SHIBATA IN TOKYO

THE TOKYO Stock Exchange is to seek a detailed explanation from financially strapped Japan Line—the second largest tanker operator after Sanko Steamship—about a drastic restructuring programme announced last week.

Under the plan the company would shed 950 of its 2,500 workforce by next March and transfer all remaining employees to a newly established subsidiary in an at-

tempt to avert a decline into negative net worth in 1986-87.

The plan was adversely received by investors, and the company's shares came under heavy selling pressure, although on Saturday they recovered 16 of a 127 fall to close at ¥78.

Market operators said the collapse of Sanko Steamship was fresh in investors' memories and the extent of Japan Line's restructuring proposals had given the im-

pression that the company could be heading the same way.

The stock exchange is to examine Japan Line's eligibility to remain listed because a company with no employees except executives is without precedent on the exchange. Under current regulations the exchange is able to turn down applications for new listings on these grounds, but there appears to be no stipulation that such a company be delisted.

Second-quarter decline at General Mills

By Our Financial Staff

GENERAL MILLS, the US food group which last month spun off its toy and fashion businesses to shareholders, has reported a decline in net profits to \$46m for the second quarter to November 24, against a restated \$55.6m.

Earnings per share were \$1.03 compared with \$1.23, on sales which rose slightly to \$1.2bn. The turnover figure for the three months of 1984 was also restated, at \$1.13bn, in order to reflect separately the discontinued operations.

Six-month net profits were \$94.9m or \$2.13 per share, against \$109.7m or \$2.43 a share. Sales moved up from \$2.15bn to \$2.27bn.

Beatrice Companies, the food and consumer products group, said \$6.6bn in funding had been set in place for the leveraged buyout being effected by Kohlberg Kravis Roberts. Shareholders would receive some \$5.25bn in cash, it added, with the rest of the \$6.2bn purchase price coming in preference shares.

The agreed offer price is \$43 cash per share plus \$7 worth of Kohlberg Kravis preferred stock.

Manville to set up \$2.5bn asbestosis fund

BY TERRY DODSWORTH IN NEW YORK

MANVILLE, the U.S. company forced into bankruptcy by asbestos-related health claims, has reached agreement on the establishment of a trust fund which could pay out up to \$2.5bn to asbestosis victims over the next 25 years.

The settlement follows three years of bitter litigation in one of the largest product liability cases ever fought in the US, where there is mounting criticism of the legal fees and length of time needed to determine such issues.

It was accompanied by a strong attack on the US Government by Mr John McKinney, Manville's chairman, who said that as many as half of the asbestos-related claims were

from workers exposed to the product in state-owned or controlled shipyards. "Clearly, industry should not have to pay for the consequences of the actions of the government," he said.

Some questions remain to be resolved, including the claims of shareholders and of plaintiffs seeking restitution for property damage caused by building alterations needed to strip out asbestos fittings, Manville said, however, that the proposed arrangements provided the framework to allow the group to emerge from Chapter 11 creditor protection and continue as an operating company—subject only to certain ongoing funding requirements for

health and property claims.

The terms of the agreement, made with Mr Leon Silverman, the lawyer appointed by the Federal Bankruptcy Court in Denver as the legal representative for future asbestos claimants, include the following:

● Manville will provide initial funding for an asbestos health trust with more than \$800m in cash, receivables and insurance. This trust will process all asbestos health claims, administered by five independent trustees.

● The company will, in addition, issue a bond to the trust which would make available a further \$75m a year in the

fourth year through to 25 years of the reorganisation, up to a total of \$1.65bn.

● The trust will receive stock representing 30 per cent of Manville's common equity, plus a special convertible preferred stock which could eventually give the trust up to 20 per cent of Manville's common equity.

● From the fourth year of the reorganisation, up to 20 per cent of annual profits would be available for health claims, as necessary.

● A separate property damage trust will be established, funded initially with \$125m, while up to \$200m in bonds and \$250m in cash would be distributed to general unsecured creditors.

Eridania to raise L243bn

BY JAMES BUXTON IN ROME

ERIDANIA, the leading Italian sugar refiner which belongs to the Ferruzzi group, is to bring in L243bn (\$141.4m) in new funds through a series of moves. Last year the company, which is based in Genoa, had sales of L653bn, on which it made net profits of L20.6bn. It owns a 28.6 per cent stake in Beghin-Say, France's biggest sugar

refiner.

The moves include a two-for-one share split, a one-for-four scrip issue and rights issues of both ordinary and savings shares. The company is to issue 25.8m ordinary shares on a one-for-five basis at a premium of L2,000, and 16.6m new savings shares on a one-for-two basis at a premium of L1,750.

Write-offs by Ohio utilities

BY OUR FINANCIAL STAFF

TWO OHIO utilities which are partners in the state's Zimmer nuclear plant have announced substantial fourth-quarter write-offs stemming from the costs of the facility, which is scheduled for conversion to a coal-burning process by 1991.

Cincinnati Gas and Electric, which has a 46.5 per cent stake in Zimmer, said it would take

a \$142m after-tax charge. Dayton Power and Light, which owns 28.1 per cent of Zimmer, said it would take a \$117m net charge.

Auditors qualified their opinion on both companies' accounts last year because of uncertainties surrounding Zimmer.

NEW INTERNATIONAL BOND ISSUES							
Borrowers	Amount m.	Maturity	Average life years	Coupon %	Price	Book Runner	Offer yield %
U.S. DOLLARS							
Smith & Nephew Ass. \$†	60	2000	15	5½	100	Kleinwort, Benson	5.500
CITIC ‡	100	1995	10	9½	100¼	Yamashita Secs.	9.505
Credit Lyonnais ††	150	1993	7	(b)	100	Shearson Lehman Bros.	—
Suez †	125	1998	10	8¼	100¼	Deutsche BA Cap. Mkts.	9.211
ECSC †	100	1998	8	9¼	100¼	Morgan Guaranty	9.257
World Bank †	300	2016	30	9¼	100	Deutsche BA Cap. Mkts.	9.750
D-MARKS							
Union Bank Finland (a) ††	250	1996	10	¼	100	Deutsche Bank	—
Trans-Eur. Nat. Gas Pipe †††	30	1990	5	6¼	99½	DEG	8.244
SWISS FRANCES							
TWT Ltd. †	300 max	1998	—	(4½)	(100)	Société	—
Ex-Im Bank Korea ††	50	1994	—	5¼	100	SGC	6.125
Horgos Karamanliak †††	100	1990	—	5	100¼	BpG Gutwiler, Kurz, B.	4.859
IRE Capital (a) †	100	2001	—	(5¼)	100	BpG Gutwiler, Kurz, B.	—
Centrum Energy †††	125	1992	—	5¼	100	Credit Suisse	5.625
YEN							
Sumitomo Metal Ind. B. †	20bn	1998	10	8	101¼	Nikko Secs. (Europe)	7.724
Synco USA †	20bn	1993	7	9¼	101	LTCS Int.	6.443
CSX †	10bn	1998	10	8¼	100¼	Banque Europe	6.545
Credit Foncier †	10bn	1998	10	6½	101½	Deutsche Europ.	6.283

* Met yield per year. † Fixed terms. †† Private placement. ‡ Floating rate note. ††† With equity warrants. ‡ With bond warrants.
§ Dual currency. (a) ¼ over 3m Libor, minimum coupon 8%. (b) Equal to 6m Libor flat. (c) Collateralized double convertible.
Note: Yields are calculated on AIBD basis.

* Not yet priced. † Final terms. †† Private placement. ††† Floating rate note. † With equity warrants. ‡ With bond warrants. § Dual currency. (a) 1/4 over 3m Libor, maximum coupon 8%. (b) Equal to 3m Libor flat. (c) Collateralised double convertible. Note: Yields are calculated on ABB basis.

All of these Securities have been sold. This announcement appears as a matter of record only.

U.S. \$50,000,000

Zentralsparkasse und Kommerzbank, Wien
Z-Bank of Vienna

10 1/4% Subordinated Bonds Due 1995

MORGAN STANLEY INTERNATIONAL

FIRST INTERSTATE CAPITAL MARKETS
Limited

ZENTRALSARKASSE UND KOMMERZBANK, WIEN

BANK BRUSSEL LAMBERT N.V.

BANK OF TOKYO INTERNATIONAL
Limited

BAYERISCHE LANDESBANK
(GIROZENTRALE)

COUNTY BANK
Limited

CREDIT LYONNAIS

DAIWA EUROPE LIMITED

GRINDLAY BRANDTS
Limited

IBJ INTERNATIONAL
Limited

KREDIETBANK INTERNATIONAL GROUP

NIPPON CREDIT INTERNATIONAL (HK) LTD.

ORION ROYAL BANK
Limited

SPAREKASSEN SDS

YAMAICHI INTERNATIONAL (EUROPE)
Limited

December 23, 1985

All of these Securities have been sold. This announcement appears as a matter of record only.

N.Z. \$60,000,000

N.V. Nederlandse Gasunie

16 1/4% Notes Due 1991

MORGAN STANLEY INTERNATIONAL

BANQUE NATIONALE DE PARIS

BAYERISCHE HYPOTHEKEN- UND WECHSEL-BANK
Aktiengesellschaft

GENOSSENSCHAFTLICHE ZENTRALBANK AG
Luzern

KREDIETBANK INTERNATIONAL GROUP

NOMURA INTERNATIONAL
Limited

RABOBANK NEDERLAND

BANK BRUSSEL LAMBERT N.V.

BANK FÜR GEMEINWIRTSCHAFT
Aktiengesellschaft

BANK OF TOKYO INTERNATIONAL
Limited

BANQUE GENERALE DU LUXEMBOURG S.A.

BERLINER BANK
Aktiengesellschaft

CHEMICAL BANK INTERNATIONAL GROUP

DAIWA EUROPE LIMITED

FAY, RICHWHITE & COMPANY
Limited

IBJ INTERNATIONAL
Limited

MANUFACTURERS HANOVER
Limited

MORGAN GRENFELL & CO.
Limited

NEDERLANDSE KREDIETBANK N.V.

NORDDEUTSCHE LANDESBANK GIROZENTRALE

PIERSON, HELDRING & PIERSON N.V.

SUMITOMO FINANCE INTERNATIONAL

SWISS BANK CORPORATION INTERNATIONAL
Limited

UNION BANK OF SWITZERLAND (SECURITIES)
Limited

WESTPAC BANKING CORPORATION

November 30, 1985

An Important Message to Union Carbide Shareholders

This advertisement appears as a matter of record only. It is neither an offer to buy nor a solicitation of an offer to sell shares. Tenders will not be accepted from or on behalf of holders of shares in any jurisdiction in which the making or acceptance thereof would not be in compliance with the laws of such jurisdiction.

Dear Fellow Shareholder:

On December 10, GAF Corporation commenced a partial offer to acquire shares of Union Carbide from its shareholders.

Your Board and management chose not to respond immediately to the GAF offer, but to wait until, together with independent financial and legal advisors, we could thoroughly and objectively scrutinize GAF's proposal. Today I can report to you that, based on the intensive analysis just completed, your Board of Directors has unanimously concluded that **GAF's offer is grossly inadequate and unfair, highly conditional, of questionable legality and would deny you the true value of your investment in Union Carbide while jeopardizing the security and interests of our employees, customers, suppliers and the communities of which we are an integral part. In short, the GAF "offer" is an obvious attempt to profit from the assets of your Company at your expense and in utter disregard of the best interests of Union Carbide's employees, communities and customers.**

Accordingly, your Board of Directors unanimously and unequivocally recommends that Union Carbide shareholders not tender their shares into the GAF offer. Further, your Board of Directors has authorized specific actions intended to protect your vital interests and to provide you with an immediate and financially superior alternative to the GAF Tender Offer. Let me give you some of the background behind your Board's decision and explain the alternative we are recommending to you.

GAF TIMED ITS OFFER TO SEIZE UNION CARBIDE'S VALUE BEFORE THE MARKET REFLECTED THE BENEFITS OF OUR RESTRUCTURING PROGRAM.

Evidently, GAF watched throughout the past year as Union Carbide management took decisive action. GAF has apparently recognized that Union Carbide's comprehensive restructuring program to enhance shareholder value is already producing positive results. It appears that GAF timed its actions so that it could seize the enormous value inherent in Union Carbide before the stock market fully reflected that value and all of our shareholders could benefit.

- Staff reduction has been achieved selectively, preserving management depth in key positions of the Company.
- Our salaried personnel should be reduced by more than 4,000, under our voluntary separation program, by the first quarter of next year.
- Our divestiture program is moving forward, and we expect to make additional significant announcements before the year's end. **We expect the divestitures to yield at least \$500 million, with no material impact on earnings.**
- Special charges related to divestiture programs and the voluntary separation of 4,000 personnel have already been taken in the 1985 third quarter, reflecting costs of the separation program and write-downs of inventory and certain assets.
- We have also changed our depreciation policy. Depreciation schedules are now based on shorter useful lives, which improves the quality of stated earnings. Related charges are being taken this year.
- With Federal clearance on a program to revert excess pension funds to the corporation, we expect to receive \$500 million shortly.
- Your Company already has repurchased more than 3 million shares of our stock, while retiring \$90 million of long-term debt.
- We have increased spending for safety and environmental protection, so that Union Carbide's protection levels surpass the levels imposed by government regulations.

Our comprehensive restructuring program, announced in August, is well ahead of schedule.

The bottom line? Our restructuring program should result in on-going cost reductions of at least \$300 million per year pre-tax.

The signs of progress are clear. This year our gross margin percentage improved markedly in each quarter versus the same quarter a year earlier.

The actions taken this year represent the culmination of a long-term strategic plan to shift our business mix. We believe shareholder value will best be enhanced by building logically and naturally on Union Carbide's strengths. We are therefore resolved to continue to:

- Augment specialty and consumer product lines.
- Broaden business development outside the United States.
- Aggressively expand our value-added, high-growth service businesses by exploiting sophisticated Union Carbide technology.
- Significantly cut participation in the languishing steel-related markets.
- Confine petrochemical investment to the North American continent, where feedstock availability is most favorable and our plants are most efficient.
- Divest unproductive and strategically unrelated businesses.
- Streamline our organization, enhancing its ability to respond quickly to changing market and economic conditions.



Today, Union Carbide is well-positioned for future profitable growth, on a steady financial foundation and with a responsive and efficient operational structure.

Momentum is building. Union Carbide is on track and moving forward. It is in the hands of an experienced management team — one that knows Union Carbide and its businesses, one with the depth to assure continuity through the coming years. **Only if GAF's self-serving attempt is thwarted will everyone connected with Union Carbide — shareholders, employees, communities, customers and suppliers — share in the benefits resulting from this year's decisive actions.** Therefore...

WE ARE GIVING OUR SHAREHOLDERS A SUPERIOR ALTERNATIVE TO GAF'S GROSSLY INADEQUATE AND UNFAIR OFFER.

The Union Carbide Board of Directors has unanimously authorized a program that will preserve for our shareholders the opportunity to participate in this Company's continued development; enhance the value of their investment; provide those shareholders who wish to sell their shares maximum value for their investment; and serve the best interests of all our other important constituencies.

Union Carbide is commencing an offer to purchase, subject to the terms and conditions of the offer, up to 47,100,000 shares of its common stock by exchanging for each share a package of cash and senior debt securities valued at \$85.00. Pursuant to our offer, Union Carbide will not condition the purchase of up to 23,550,000 shares on any action by GAF Corporation. Union Carbide will not be obligated to accept for exchange more than 23,550,000 shares unless GAF were to acquire at least 30% of the presently outstanding common stock.

Our offer to purchase 23,550,000 shares regardless of the actions of GAF is an extension of the stock repurchase element of our restructuring program and is designed to give our shareholders a portion of the benefits of that program immediately. The full offer to purchase up to 47,100,000 shares is intended to ensure that if, contrary to the Board's view of the best interests of the Company and its shareholders, the Company is transformed into a highly leveraged enterprise in order to obtain immediate profit, those immediate profits will go to **you**, Union Carbide shareholders — **not** to the shareholders and financiers of GAF.

Every appropriate action must be taken to protect your Company's interests. Accordingly, lawsuits are being filed against GAF on three independent grounds:

1. Violation of securities laws;
2. Violation of the margin regulations; and
3. Violation of the antitrust laws.

All of these important programs are soundly and realistically conceived with only one goal in mind: to provide Union Carbide shareholders with immediate value while protecting the ability of the Company to proceed as a strong competitor in its core businesses, thereby serving both the long-term as well as the immediate rights and interests of our shareholders, employees, communities, customers and suppliers.

GAF SEEKS ONLY TO PROFIT AT YOUR EXPENSE.

GAF has made its intentions clear. GAF's SEC filings reveal it wants to:

- Acquire Union Carbide at a bargain price, using high-risk "junk-bond" debt, based on the credit of Union Carbide's assets;
- Destroy Union Carbide by selling off many of our valuable assets to repay its acquisition debts, reaping the economic gain for GAF's shareholders — not for Union Carbide's shareholders.

In other words, GAF would sell off many of your Company's valuable assets, realizing a tremendous profit for GAF far in excess of the total value of its offer to you; GAF's offer is simply a self-serving effort to give GAF a profit at your expense.

We believe that if GAF were permitted to succeed with its grossly inadequate and unfair tender offer, the consequences would be profoundly destructive. Not only would Union Carbide shareholders be denied the real value we are building, but the GAF offer could do serious damage to our employees, customers and the communities where we operate, since GAF will be under intense pressure to dispose of assets quickly to service its short-term acquisition debt.

The GAF offer runs counter to the growing body of opinion of legislators, regulators and financial experts who condemn precisely the kind of risky financing GAF would use to achieve its purposes. GAF seems to be trying to squeeze in its offer before the Federal Reserve Board begins to carry out its announced intention to enforce the margin requirements against junk bond-financed tender offers. You should be aware that it is questionable whether GAF's financing is lawful under the margin rules even if GAF can succeed in this hurried attempt to beat the Fed's new policy.

Your Board of Directors is obligated to protect and serve your best interests. The program they have unanimously authorized is designed and intended to accomplish that purpose and, in doing so, to assure that Union Carbide Corporation continues as a profitable, growing company serving all its important constituencies.

We thank you for your continued support.

Warren M. Anderson
Warren M. Anderson
Chairman



A case of black and white pique

By Charles Batchelor
Distillers, the Scotch whisky group fighting a \$1.9bn takeover bid from Argyl, the supermarket concern, yesterday attacked Argyl's most recent newspaper advertisements as containing "subtle distortions and misrepresentations." Argyl adapted the terrier symbol of Distillers' Black and White whisky to back up its argument that Distillers' brands were "begging for new management." In two-page advertisements in many newspapers over the weekend, Argyl attacked Distillers' marketing strategies.

Argyl charged Distillers with allowing brands "that are rooted in the magic and mystery of Scotch whisky" to decline in Britain and come under threat in the rest of the world.

Argyl said Distillers did not market its Dewar's brand in most of the world's major markets. Mr David Connell, a Distillers' director, said joint marketing agreements with distributors were the norm in the business, but Distillers was spending \$92m a year on advertising its brands.

Argyl claimed Distillers had launched the Old Harmony Brand in Japan because its Red Label had lost its market position. Mr Connell said Old Harmony was priced between the Red and Black Label whiskeys to appeal to the gift market. Sales of Old Harmony were growing 40 per cent a year.

Granite dealings
Dealings will start today on the USM in the shares of Granite Surface Coatings following a placing of 3.5m shares by James Finlay Corporation. This is Finlay's second USM flotation.

IBM directors join Micro Business in shake-up

BY LUCY KELLAWAY

Micro Business Systems, the debt-burdened distributor of microcomputers, has announced a programme of asset disposals and a series of senior management changes to strengthen its balance sheet and bolster its board.

Mr Stafford Taylor and Mr Owen Williams, are both resigning as directors of IBM (UK) to become chief executive and deputy chairman of MBS. Mr Michael Brooke is to resign as managing director, but will remain on the board in a non-executive capacity.

MBS is planning to sell two subsidiary companies, MBS Technical and MBS Data Efficiency, which will result in a reduction in group borrowings from about £17m to about £8m. Gearing, currently over 800 per cent, should be reduced to less than 100 per cent.

The company estimates that profits for the year to December would be £1.5m (£3.4m), before reorganisation costs of £440,000 and extraordinary provisions for doubtful debts of £300,000.

A "substantial recovery" is expected for 1986, on the assumption that there is no further deterioration in the computer market.

Technicent, which sells specialised equipment for microprocessors, is to be sold for £4m to its management, in a deal backed by 31. In the year to December 1985, Technicent expects to have estimated profits of £130,000 after interest charges of £300,000.

Discussions are taking place on the sale of Data Efficiency.

Prestwick warns of £1m loss

Prestwick, the manufacturer of printed circuit boards, has warned shareholders that it made a pre-tax loss of about £1m in the first four months of the current year, on sales down by about 50 per cent.

Speaking at the annual meeting, Mr Thomas Miller, the chairman, said that between July and September the company and the printed circuit board industry had been through a period of crisis. Orders on a monthly basis dropped by over 30 per cent, and a different product mix resulted in additional problems being created for the company.

The change in the market, whereby the lead times on orders contracted and the product mix was constantly shifting, came sooner than the company had expected, and its responses were not in place, the chairman said.

Mr Miller noted that the order book for December was not at break-even levels, although the

January order book indicates that the company should break even during that month. Order intake is slowly improving, and the board is confident of the longer term prospects for the industry.

When Prestwick last month announced profits of £1.8m (£1.1m) for 1984-85 it indicated that the depressed state of the industry would have a severe effect on the first half of the current year.

Sigmex placing on USM

BY RICHARD TOMKINS

Sigmex International, an electronic systems engineering group, is coming to the Unlisted Securities Market through a placing of 2.4m shares at 101p by Robert Fleming, the merchant bank.

Sussex, and employs 230 people supplying high performance computer graphic and image display systems for use in the industrial, military and scientific markets.

The group's biggest market is in command and control systems for industrial and military applications. Customers include the Central Electricity Generating Board, Nato, Ferranti and the Royal Netherlands Air Force.

Computer aided design accounts for another 35 per cent of turnover and the general scientific division for about 9 per cent.

Pre-tax profits have risen from £106,000 in the year to June 1981 to £1.2m for the year to last June, on turnover up from £1.6m to £11.9m.

The company's market capitalisation at the placing price will be £2.6m. Brokers to the issue are L. Messel.

Sigmex was founded in 1973 by two engineers: Mr John Massey, the present chairman, and David Puttick, who has since left to pursue other interests outside the electronics sector.

It is based in Horsham, West

Sussex, and employs 230 people supplying high performance computer graphic and image display systems for use in the industrial, military and scientific markets.

The group's biggest market is in command and control systems for industrial and military applications. Customers include the Central Electricity Generating Board, Nato, Ferranti and the Royal Netherlands Air Force.

Computer aided design accounts for another 35 per cent of turnover and the general scientific division for about 9 per cent.

The main reason for the placing is to raise capital for the group's development and expansion. Of the shares being placed, all but 77,000 are being issued by the company. This will raise £2 net which will be used to strengthen working capital.

US mutual funds buy stake in Lonrho

BY CHARLES BATCHELOR

TWO US mutual funds managed by Heine Securities, a New York brokerage house, are understood to have bought about 12m shares of Lonrho, the international trading group headed by Mr Roland "Tiny" Rowland.

Mr Paul Spicer, a Lonrho director, said it was the company's "belief" that Mutual Shares and Mutual Qualified Income Fund, had bought the stake following the sale of 19m shares by Gulf Fisheries, the Kavonand investment group, nearly two months ago.

The company to about 46 per cent.

"We have quite a big American following which has been building up over the past four years," Mr Spicer said.

The controversy surrounding Lonrho's seven-year battle for control of House of Fraser—lost last March to the Al-Fayed of Egypt—meant that for a long time many institutions held relatively few Lonrho shares, though the company had a loyal following among small shareholders.

The buying by the two mutual funds brought the US holding in Lonrho to about 11 per cent and the total institutional holding in the company to about 22.9m.

Evered's £6.7m purchase

Evered Holdings, the engineering company with a 20.1 per cent stake in TCI, is expanding into polymer manufacturing with the acquisition for £6.7m of Wellington Equipment, a rubber products business, from Tarmac.

The deal was forewarned earlier this month by Mr Raschid Abdullah, chairman of Evered, who said the existence of the TCI stake did not mean the company could not grow in other directions.

year just ending will be significantly in excess of last year's and show continued growth in 1986.

Payment is by a vendor placing of 3.65m Evered shares, with the balance in cash.

Hanson ready to sell Whiteley's

However, yesterday's news will increase speculation that a full bid for TCI has been shelved, at least for the immediate future.

Wellington makes rubber compounds and converts compound into a variety of moulded and extruded rubber products.

The acquisition means Evered now has three divisions: industrial products, metal forming and polymers.

For the year to December 1984, Wellington had pre-tax profits of £260,000 on turnover of £18.5m. At the year end there were net assets of £6.7m before a deferred tax provision of £0.4m. It is anticipated that profits for the

Hanson Trust, the industrial holding company headed by Lord Hanson, is negotiating the sale of Whiteley's, the Sneywater department store it acquired as part of the UDS group, to a property syndicate for about £16m.

Hanson is understood to have obtained outline planning permission for the redevelopment of the store along the lines of the "galleria" shops-within-a-store idea.

Hanson won control of UDS in 1983 after a £260m takeover battle with Bassishaw Investments, a City consortium led by Heron International. Mr Gerald Ronson's private company.

SHARE STAKES

CHANGES in company share stakes announced over the past week include:

W. Canning—Yule Catto and Co. holds 1,350,000 ordinary shares (7.95 per cent).

Windsor Securities Holdings—Channel Hotels and Properties have increased its holding to 1,278m ordinary (16.43 per cent).

LEC Refrigeration—Directors Mr C. R. Purley and Mr D. E. Durrant hold 10,000 and 5,000 ordinary shares respectively.

MEMEC—The following directors have sold shares: Mr R. T. Skipworth 432,068 and now holds 5,700,000 shares; Mr E. A. L. Sturmer 53,998 and now holds 1,211,114 shares; and Mr C. R. Stevens 13,570 and now holds 75,000 shares.

Samuel Properties—Director Mr N. A. Samuel, on December 12 sold 50,000 shares at 161p and now holds 350,000 beneficial shares and 1,195,500 shares non-beneficially remaining unaltered.

Richardson Westgarth—Hopwood Investments, a company controlled by Mr J. F. B. Larkin, has increased its shareholding to 1,335,000 shares, representing 10.5 per cent of the issued capital.

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Transamerica Financial Corporation

(Incorporated with limited liability in the State of Delaware, U.S.A.)

Japanese Yen 10,000,000,000

6¾% Notes due 1991

Issue Price 101 per cent.

The following have agreed to subscribe or procure subscribers for the Notes:

LTCB International Limited

Credit Suisse First Boston Limited

Dai-ichi Europe Limited

Salomon Brothers International Limited

Toyo Trust International Limited

Bank of Tokyo International Limited

Bankers Trust International Limited

Citicorp Investment Bank Limited

Commerzbank Aktiengesellschaft

Crédit Commercial de France

Crédit Lyonnais

Daiwa Europe Limited

Goldman Sachs International Corp.

IBJ International Limited

Kreditbank N.V.

Mitsui Trust Bank (Europe) S.A.

Morgan Guaranty Ltd

Nomura International Limited

Orion Royal Bank Limited

Osakaya International (Europe) Limited

Sanwa International Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Yasuda Trust Europe Limited

Application has been made for the 10,000 Notes of Japanese Yen 1,000,000 each to be admitted to the Official List by the Council of The Stock Exchange, subject to the issue of the Temporary Global Note. Interest on the Notes will accrue from 30th January, 1986 and shall be payable annually in arrears on 30th January in each year.

Particulars of the Notes and the Issuer are available in the Extel Statistical Service. Copies of the listing particulars relating to the Notes may be obtained during usual business hours on any weekday (Saturday excepted) up to and including Friday, 27th December, 1985 from the Company Announcements Office of The Stock Exchange and up to and including Monday, 6th January, 1986 from—

LTCB International Limited
18 King William Street,
London EC4N 7BR

Cazenove & Co.
12 Tokenhouse Yard,
London EC2R 7AN

23rd December, 1985

FINANCIAL TIMES STOCK INDICES

	Dec. 20	Dec. 19	Dec. 18	Dec. 17	Dec. 16	Dec. 15	1985 High	1985 Low	Since Completion Low
Government Secs.	82.85	82.85	82.70	82.91	82.85	83.15	84.57	78.02	49.18
Fixed Interest	86.78	86.72	86.69	86.66	86.65	86.65	86.65	86.17	50.53
Ordinary	1108.5	1114.9	1106.5	1089.9	1100.3	1105.9	1146.9	911.0	48.4
Gold mines	254.4	256.4	250.1	259.8	257.5	260.3	536.9	237.9	43.5
FT-Act All Share	670.89	672.84	667.69	662.51	667.75	669.76	702.06	561.89	61.92
FT-SE100	1386.5	1390.7	1378.6	1366.4	1376.5	1381.4	1485.5	1306.1	86.9

LADBROKE INDEX
1,112.1, 1,116 (-7)
Based on FT Index
Tel: 01-427 4411
26/12/85 open 2.30 pm
to 9 pm

NMB MINEBEA CO., LTD.
(Incorporated in Japan)
GUARANTEED Floating Rate Notes 1989

The Notes will be unconditionally and irrevocably guaranteed by
The Sumitomo Trust and Banking Company, Limited

Notice is hereby given that the Rate of Interest has been fixed at 8¼% p.a. and that the interest payable on the Interest Payment Date, June 23, 1986 against Coupon No. 4 in respect of US\$100,000 nominal of the Notes will be US\$4,139.24

December 23, 1985
By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

ALL NIPPON AIRWAYS CO., LTD.
(Zan Nippon Kyo Kaishiki Kaisha)
GUARANTEED Floating Rate Notes due 1991

Unconditionally and irrevocably guaranteed as to payment of principal and interest by
The Long-Term Credit Bank of Japan, Limited

Notice is hereby given that the Rate of Interest has been fixed at 12¼% p.a. and that the interest payable on the Interest Payment Date, March 20, 1986 against Coupon No. 5 in respect of £5,000,000 nominal of the Notes will be £417.95

December 23, 1985, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

BANQUE NATIONALE DE PARIS
US \$125,000,000 Floating Rate Notes due 1988

Notice is hereby given that, in accordance with clause "Early Redemption" (A) of the terms and conditions of the Notes, Banque Nationale de Paris has decided to redeem the Notes at the principal amount of US\$125,000,000 on January 31, 1986 when interest on the Notes will cease to accrue.

Payment of principal will be made upon presentation and against surrender of the Notes with all uncashed coupons attached at the principal office of Banque Nationale de Paris (New York branch) in New York City or of Banque Nationale de Paris in Amsterdam or of Banque Nationale de Paris in Luxembourg or of Banque Nationale de Paris in London or of Banque Nationale de Paris in Frankfurt/Main.

Accrued interest due January 31, 1986 will be paid in the normal manner upon presentation and against surrender of coupon no. 21 or on or after January 31, 1986.

By: Banque Nationale de Paris, Paris.

THE REPUBLIC OF TRINIDAD AND TOBAGO
U.S.\$50,000,000

Floating Rate Notes due 1990

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next Interest Period has been fixed at 8¼% per annum. The Coupon Amount of US\$ 417.08 will be payable on 24th June 1986 against surrender of Coupon No. 6.

23rd December 1985
Manufacturers Hanover Limited
Reference Agent

EQUITIES		1985		Stock		Price		+ or -	
Issue	Amount	High	Low	Issue	Amount	High	Low	Issue	Amount
180	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
181	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
182	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
183	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
184	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
185	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
186	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
187	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
188	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
189	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
190	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
191	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
192	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
193	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
194	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
195	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
196	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
197	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
198	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
199	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5
200	F.P. 151	215	195	Abbott Mead Vickers	1800	29.5	3.5	20.75	5.5

FIXED INTEREST STOCKS		1985		Stock		Price		+ or -	
Issue	Amount	High	Low	Issue	Amount	High	Low	Issue	Amount
97.208	£25	4.5	24.5	94	Allied Nat. Props.	102.5	1st Mort. Deb.	2025	94
97.209	£25	4.5	24.5	95	Bristol Water	11.25	Red. Deb.	2006.45	106
97.210	£25	4.5	24.5	96	East Anglian Water	11.25	Red. Deb.	1999.97	98.5
97.211	£25	4.5	24.5	97	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.212	£25	4.5	24.5	98	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.213	£25	4.5	24.5	99	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.214	£25	4.5	24.5	100	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.215	£25	4.5	24.5	101	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.216	£25	4.5	24.5	102	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.217	£25	4.5	24.5	103	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.218	£25	4.5	24.5	104	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.219	£25	4.5	24.5	105	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.220	£25	4.5	24.5	106	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.221	£25	4.5	24.5	107	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.222	£25	4.5	24.5	108	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.223	£25	4.5	24.5	109	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.224	£25	4.5	24.5	110	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.225	£25	4.5	24.5	111	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.226	£25	4.5	24.5	112	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.227	£25	4.5	24.5	113	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.228	£25	4.5	24.5	114	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.229	£25	4.5	24.5	115	Essex Water	11.25	Red. Deb.	1999.97	98.5
97.230	£25	4.5	24.5	116	Essex Water	11.25	Red. Deb.	1999.97	98.5

RIGHTS OFFERS									
Issue price	P/B	Latest financial date	1985		Stock	Closing price	+ or -		
			High	Low					
543.75	NH	—	29pm	27pm	ANZ SA1	28pm	—		
110	—	—	12pm	5pm	Barham Group 2 1/2p	19pm	-1		
40	F.P.	10/1	12pm	5pm	Barker & Dobson 1p	25p	—		
260	200	20/1	26p	33p	Bentley 1 1/2p	25p	—		
145	F.P.	17/1	185	198	Bodycote Int'l	170	—		
270	F.P.	9/1	380	310	Countrywide Props	310	—		
100	100	10/1	157	107	Country House	115	-1		
94	F.P.	24/1	119	107	DeGenera	115	—		
98	NH	—	5pm	1pm	Harwell	25p	—		
180	NH	—	5pm	35p	Scott. Scot. Energy 1 1/2p	25p	—		
30	NH	10 1	5pm	1pm	Leura Int'l	22pm	—		
30	NH	—	45p	41p	Luxus Inds. X1	45p	-5		
305	F.P.	10/1	45p	55pm	Mountain	30p	-5		
475	Mil	—	75pm	55pm	Mountain	30p	-5		
180	F.P.	10	10p	10p	Rowden House	30p	—		
280	F.P.	24/1	45p	50p	Regalton Props	35p	—		
280	F.P.	20/1	25p	25p	Sunbeam Grp. 20p	36p	-1		
187	F.P.	8/1	25p	21p	Wedgwood	22p	-5		

Financial Times Monday December 1981

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C. Co. Ltd. and Subsidiaries	1984	1983	1982
11,000 Shares	1984	1983	1982
11	1,048.24	01-280-1232	
12	1,048.24	01-280-1232	
13	1,048.24	01-280-1232	
14	1,048.24	01-280-1232	
15	1,048.24	01-280-1232	
16	1,048.24	01-280-1232	
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99	1,048.24	01-280-1232	
100	1,048.24	01-280-1232	

INDUSTRIALS—Continued

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PROPERTY—Continued

Oct	Sept 6	Sept 7	Sept 8	Sept 9	Sept 10	Sept 11	Sept 12	Sept 13	Sept 14	Sept 15	Sept 16	Sept 17	Sept 18	Sept 19	Sept 20	Sept 21	Sept 22	Sept 23	Sept 24	Sept 25	Sept 26	Sept 27	Sept 28	Sept 29	Sept 30	Sept 31	Sept 32	Sept 33	Sept 34	Sept 35	Sept 36	Sept 37	Sept 38	Sept 39	Sept 40	Sept 41	Sept 42	Sept 43	Sept 44	Sept 45	Sept 46	Sept 47	Sept 48	Sept 49	Sept 50	Sept 51	Sept 52	Sept 53	Sept 54	Sept 55	Sept 56	Sept 57	Sept 58	Sept 59	Sept 60	Sept 61	Sept 62	Sept 63	Sept 64	Sept 65	Sept 66	Sept 67	Sept 68	Sept 69	Sept 70	Sept 71	Sept 72	Sept 73	Sept 74	Sept 75	Sept 76	Sept 77	Sept 78	Sept 79	Sept 80	Sept 81	Sept 82	Sept 83	Sept 84	Sept 85	Sept 86	Sept 87	Sept 88	Sept 89	Sept 90	Sept 91	Sept 92	Sept 93	Sept 94	Sept 95	Sept 96	Sept 97	Sept 98	Sept 99	Sept 100	Sept 101	Sept 102	Sept 103	Sept 104	Sept 105	Sept 106	Sept 107	Sept 108	Sept 109	Sept 110	Sept 111	Sept 112	Sept 113	Sept 114	Sept 115	Sept 116	Sept 117	Sept 118	Sept 119	Sept 120	Sept 121	Sept 122	Sept 123	Sept 124	Sept 125	Sept 126	Sept 127	Sept 128	Sept 129	Sept 130	Sept 131	Sept 132	Sept 133	Sept 134	Sept 135	Sept 136	Sept 137	Sept 138	Sept 139	Sept 140	Sept 141	Sept 142	Sept 143	Sept 144	Sept 145	Sept 146	Sept 147	Sept 148	Sept 149	Sept 150	Sept 151	Sept 152	Sept 153	Sept 154	Sept 155	Sept 156	Sept 157	Sept 158	Sept 159	Sept 160	Sept 161	Sept 162	Sept 163	Sept 164	Sept 165	Sept 166	Sept 167	Sept 168	Sept 169	Sept 170	Sept 171	Sept 172	Sept 173	Sept 174	Sept 175	Sept 176	Sept 177	Sept 178	Sept 179	Sept 180	Sept 181	Sept 182	Sept 183	Sept 184	Sept 185	Sept 186	Sept 187	Sept 188	Sept 189	Sept 190	Sept 191	Sept 192	Sept 193	Sept 194	Sept 195	Sept 196	Sept 197	Sept 198	Sept 199	Sept 200	Sept 201	Sept 202	Sept 203	Sept 204	Sept 205	Sept 206	Sept 207	Sept 208	Sept 209	Sept 210	Sept 211	Sept 212	Sept 213	Sept 214	Sept 215	Sept 216	Sept 217	Sept 218	Sept 219	Sept 220	Sept 221	Sept 222	Sept 223	Sept 224	Sept 225	Sept 226	Sept 227	Sept 228	Sept 229	Sept 230	Sept 231	Sept 232	Sept 233	Sept 234	Sept 235	Sept 236	Sept 237	Sept 238	Sept 239	Sept 240	Sept 241	Sept 242	Sept 243	Sept 244	Sept 245	Sept 246	Sept 247	Sept 248	Sept 249	Sept 250	Sept 251	Sept 252	Sept 253	Sept 254	Sept 255	Sept 256	Sept 257	Sept 258	Sept 259	Sept 260	Sept 261	Sept 262	Sept 263	Sept 264	Sept 265	Sept 266	Sept 267	Sept 268	Sept 269	Sept 270	Sept 271	Sept 272	Sept 273	Sept 274	Sept 275	Sept 276	Sept 277	Sept 278	Sept 279	Sept 280	Sept 281	Sept 282	Sept 283	Sept 284	Sept 285	Sept 286	Sept 287	Sept 288	Sept 289	Sept 290	Sept 291	Sept 292	Sept 293	Sept 294	Sept 295	Sept 296	Sept 297	Sept 298	Sept 299	Sept 300	Sept 301	Sept 302	Sept 303	Sept 304	Sept 305	Sept 306	Sept 307	Sept 308	Sept 309	Sept 310	Sept 311	Sept 312	Sept 313	Sept 314	Sept 315	Sept 316	Sept 317	Sept 318	Sept 319	Sept 320	Sept 321	Sept 322	Sept 323	Sept 324	Sept 325	Sept 326	Sept 327	Sept 328	Sept 329	Sept 330	Sept 331	Sept 332	Sept 333	Sept 334	Sept 335	Sept 336	Sept 337	Sept 338	Sept 339	Sept 340	Sept 341	Sept 342	Sept 343	Sept 344	Sept 345	Sept 346	Sept 347	Sept 348	Sept 349	Sept 350	Sept 351	Sept 352	Sept 353	Sept 354	Sept 355	Sept 356	Sept 357	Sept 358	Sept 359	Sept 360	Sept 361	Sept 362	Sept 363	Sept 364	Sept 365	Sept 366	Sept 367	Sept 368	Sept 369	Sept 370	Sept 371	Sept 372	Sept 373	Sept 374	Sept 375	Sept 376	Sept 377	Sept 378	Sept 379	Sept 380	Sept 381	Sept 382	Sept 383	Sept 384	Sept 385	Sept 386	Sept 387	Sept 388	Sept 389	Sept 390	Sept 391	Sept 392	Sept 393	Sept 394	Sept 395	Sept 396	Sept 397	Sept 398	Sept 399	Sept 400	Sept 401	Sept 402	Sept 403	Sept 404	Sept 405	Sept 406	Sept 407	Sept 408	Sept 409	Sept 410	Sept 411	Sept 412	Sept 413	Sept 414	Sept 415	Sept 416	Sept 417	Sept 418	Sept 419	Sept 420	Sept 421	Sept 422	Sept 423	Sept 424	Sept 425	Sept 426	Sept 427	Sept 428	Sept 429	Sept 430	Sept 431	Sept 432	Sept 433	Sept 434	Sept 435	Sept 436	Sept 437	Sept 438	Sept 439	Sept 440	Sept 441	Sept 442	Sept 443	Sept 444	Sept 445	Sept 446	Sept 447	Sept 448	Sept 449	Sept 450	Sept 451	Sept 452	Sept 453	Sept 454	Sept 455	Sept 456	Sept 457	Sept 458	Sept 459	Sept 460	Sept 461	Sept 462	Sept 463	Sept 464	Sept 465	Sept 466	Sept 467	Sept 468	Sept 469	Sept 470	Sept 471	Sept 472	Sept 473	Sept 474	Sept 475	Sept 476	Sept 477	Sept 478	Sept 479	Sept 480	Sept 481	Sept 482	Sept 483	Sept 484	Sept 485	Sept 486	Sept 487	Sept 488	Sept 489	Sept 490	Sept 491	Sept 492	Sept 493	Sept 494	Sept 495	Sept 496	Sept 497	Sept 498	Sept 499	Sept 500	Sept 501	Sept 502	Sept 503	Sept 504	Sept 505	Sept 506	Sept 507	Sept 508	Sept 509	Sept 510	Sept 511	Sept 512	Sept 513	Sept 514	Sept 515	Sept 516	Sept 517	Sept 518	Sept 519	Sept 520	Sept 521	Sept 522	Sept 523	Sept 524	Sept 525	Sept 526	Sept 527	Sept 528	Sept 529	Sept 530	Sept 531	Sept 532	Sept 533	Sept 534	Sept 535	Sept 536	Sept 537	Sept 538	Sept 539	Sept 540	Sept 541	Sept 542	Sept 543	Sept 544	Sept 545	Sept 546	Sept 547	Sept 548	Sept 549	Sept 550	Sept 551	Sept 552	Sept 553	Sept 554	Sept 555	Sept 556	Sept 557	Sept 558	Sept 559	Sept 560	Sept 561	Sept 562	Sept 563	Sept 564	Sept 565	Sept 566	Sept 567	Sept 568	Sept 569	Sept 570	Sept 571	Sept 572	Sept 573	Sept 574	Sept 575	Sept 576	Sept 577	Sept 578	Sept 579	Sept 580	Sept 581	Sept 582	Sept 583	Sept 584	Sept 585	Sept 586	Sept 587	Sept 588	Sept 589	Sept 590	Sept 591	Sept 592	Sept 593	Sept 594	Sept 595	Sept 596	Sept 597	Sept 598	Sept 599	Sept 600	Sept 601	Sept 602	Sept 603	Sept 604	Sept 605	Sept 606	Sept 607	Sept 608	Sept 609	Sept 610	Sept 611	Sept 612	Sept 613	Sept 614	Sept 615	Sept 616	Sept 617	Sept 618	Sept 619	Sept 620	Sept 621	Sept 622	Sept 623	Sept 624	Sept 625	Sept 626	Sept 627	Sept 628	Sept 629	Sept 630	Sept 631	Sept 632	Sept 633	Sept 634	Sept 635	Sept 636	Sept 637	Sept 638	Sept 639	Sept 640	Sept 641	Sept 642	Sept 643	Sept 644	Sept 645	Sept 646	Sept 647	Sept 648	Sept 649	Sept 650	Sept 651	Sept 652	Sept 653	Sept 654	Sept 655	Sept 656	Sept 657	Sept 658	Sept 659	Sept 660	Sept 661	Sept 662	Sept 663	Sept 664	Sept 665	Sept 666	Sept 667	Sept 668	Sept 669	Sept 670	Sept 671	Sept 672	Sept 673	Sept 674	Sept 675	Sept 676	Sept 677	Sept 678	Sept 679	Sept 680	Sept 681	Sept 682	Sept 683	Sept 684	Sept 685	Sept 686	Sept 687	Sept 688	Sept 689	Sept 690	Sept 691	Sept 692	Sept 693	Sept 694	Sept 695	Sept 696	Sept 697	Sept 698	Sept 699	Sept 700	Sept 701	Sept 702	Sept 703	Sept 704	Sept 705	Sept 706	Sept 707	Sept 708	Sept 709	Sept 710	Sept 711	Sept 712	Sept 713	Sept 714	Sept 715	Sept 716	Sept 717	Sept 718	Sept 719	Sept 720	Sept 721	Sept 722	Sept 723	Sept 724	Sept 725	Sept 726	Sept 727	Sept 728	Sept 729	Sept 730	Sept 731	Sept 732	Sept 733	Sept 734	Sept 735	Sept 736	Sept 737	Sept 738	Sept 739	Sept 740	Sept 741	Sept 742	Sept 743	Sept 744	Sept 745	Sept 746	Sept 747	Sept 748	Sept 749	Sept 750	Sept 751	Sept 752	Sept 753	Sept 754	Sept 755	Sept 756	Sept 757	Sept 758	Sept 759	Sept 760	Sept 761	Sept 762	Sept 763	Sept 764	Sept 765	Sept 766	Sept 767	Sept 768	Sept 769	Sept 770	Sept 771	Sept 772	Sept 773	Sept 774	Sept 775	Sept 776	Sept 777	Sept 778	Sept 779	Sept 780	Sept 781	Sept 782	Sept 783	Sept 784	Sept 785	Sept 786	Sept 787	Sept 788	Sept 789	Sept 790	Sept 791	Sept 792	Sept 793	Sept 794	Sept 795	Sept 796	Sept 797	Sept 798	Sept 799	Sept 800	Sept 801	Sept 802	Sept 803	Sept 804	Sept 805	Sept 806	Sept 807	Sept 808	Sept 809	Sept 810	Sept 811	Sept 812	Sept 813	Sept 814	Sept 815	Sept 816	Sept 817	Sept 818	Sept 819	Sept 820	Sept 821	Sept 822	Sept 823	Sept 824	Sept 825	Sept 826	Sept 827	Sept 828	Sept 829	Sept 830	Sept 831	Sept 832	Sept 833	Sept 834	Sept 835	Sept 836	Sept 837	Sept 838	Sept 839	Sept 840	Sept 841	Sept 842	Sept 843	Sept 844	Sept 845	Sept 846	Sept 847	Sept 848	Sept 849	Sept 850	Sept 851	Sept 852	Sept 853	Sept 854	Sept 855	Sept 856	Sept 857	Sept 858	Sept 859	Sept 860	Sept 861	Sept 862	Sept 863	Sept 864	Sept 865	Sept 866	Sept 867	Sept 868	Sept 869	Sept 870	Sept 871	Sept 872	Sept 873	Sept 874	Sept 875	Sept 876	Sept 877	Sept 878	Sept 879	Sept 880	Sept 881	Sept 882	Sept 883	Sept 884	Sept 885	Sept 886	Sept 887	Sept 888	Sept 889	Sept 890	Sept 891	Sept 892	Sept 893	Sept 894	Sept 895	Sept 896	Sept 897	Sept 898	Sept 899	Sept 900	Sept 901	Sept 902	Sept 903	Sept 904	Sept 905	Sept 906	Sept 907	Sept 908	Sept 909	Sept 910	Sept 911	Sept 912	Sept 913	Sept 914	Sept 915	Sept 916	Sept 917	Sept 918	Sept 919	Sept 920	Sept 921	Sept 922	Sept 923	Sept 924	Sept 925	Sept 926	Sept 927	Sept 928	Sept 929	Sept 930	Sept 931	Sept 932	Sept 933	Sept 934	Sept 935	Sept 936	Sept 937	Sept 938	Sept 939	Sept 940	Sept 941	Sept 942	Sept 943	Sept 944	Sept 945	Sept 946	Sept 947	Sept 948	Sept 949	Sept 950	Sept 951	Sept 952	Sept 953	Sept 954	Sept 955	Sept 956	Sept 957	Sept 958	Sept 959	Sept 960	Sept 961	Sept 962	Sept 963	Sept 964	Sept 965	Sept 966	Sept 967	Sept 968	Sept 969	Sept 970	Sept 971	Sept 972	Sept 973	Sept 974	Sept 975	Sept 976	Sept 977	Sept 978	Sept 979	Sept 980	Sept 981	Sept 982	Sept 983	Sept 984	Sept 985	Sept 986	Sept 987	Sept 988	Sept 989	Sept 990	Sept 991	Sept 992	Sept 993	Sept 994	Sept 995	Sept 996	Sept 997	Sept 998	Sept 999	Sept 1000
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Yld Dividends
Ext Grs P/E Paid Stock

[illegible]

Price	Last ad	Div Net	Yld Cur Cr's	Dividend Paid
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[illegible]

Stock	Pctg	Last ad	Div Net	Y E'vt	Gr
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[illegible]

Dividend, Paid

[illegible]

Continued

[illegible]

NOTES

Users please indicate price and per square foot in price column and the estimated per square foot and area in square column. The estimated per square foot and area are based on latest available property and should not be used for any other purpose. The estimated per square foot and area are based on the latest available property and should not be used for any other purpose. The estimated per square foot and area are based on the latest available property and should not be used for any other purpose.

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Stock	Price	Change	Stock	Price	Change
Abbey 1/2%	100		For. & Irish 100	£105	
Craig & Rose 1/2	102		Bank	230	
Finlay 1/2%	60	-2	For. & Irish 100	600	
Finlay 1/2%	70		Bank	155	
Finlay 1/2%	67	-3	For. & Irish 100	70	
Finlay 1/2%			Bank	52	-1
Finlay 1/2%			Bank	25	
Finlay 1/2%			Bank	45	
Finlay 1/2%			Bank	130	+2

"Recent Issues" and "Rights" Page 16
(International Edition Page 22)

This service is available to every Company dealt in on Stock Exchanges throughout the United Kingdom for a fee of £800 per annum for each security

OFFSHORE MINING COMPANY LIMITED

U.S.\$100,000,000 Guaranteed
Floating Rate Notes 1986

S.G. WARBURG & CO. LTD., announces that Notes for the nominal amount of U.S.\$25,000,000 have been drawn in the presence of a Notary Public for the redemption instalment due 23rd January, 1986.

The distinctive numbers of all Notes drawn for redemption end with the digits stated below within the range of 03 to 99999 inclusive.

On the 23rd January, 1986 there will become due and payable upon each Note drawn for redemption, the principal amount thereof, together with accrued interest to said date at the office of:

S.G. WARBURG & CO. LTD.,
33 King William Street, London EC4R 9AS,

or with one of the other paying agents named on the Notes. Interest will cease to accrue on the Notes called for redemption on and after 23rd January, 1986 and Notes so presented for payment must have attached all coupons maturing after that date.

U.S.\$50,000,000 nominal amount of Notes will remain outstanding after 23rd January, 1986.

Some of the Notes drawn for redemption on 23rd July, 1985 with serial numbers ending with the digits stated below within the range of 04 to 100000 have not yet been presented for payment.

00 04 08 12 16 20 24 28 32 36
40 44 48 52 56 60 64 68 72 76
80 84 88 92 96 99

33 King William Street, London EC4R 9AS 23rd December, 1985

U.S.\$125,000,000



Exterior International Limited

(Incorporated with limited liability in the Cayman Islands)
Guaranteed Floating Rate Notes Due 1996
Unconditionally guaranteed by

Banco Exterior de España, S.A.

(Incorporated with limited liability in Spain)
Notice is hereby given that the Rate of Interest has been fixed at 8 1/4% per annum and that the interest payable on the relevant Interest Payment Date, June 23, 1986 against Coupon No. 5 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$420.24

December 23, 1985, London
By: Citibank, N.A. (CSI Depc), Agent Bank

CITIBANK

U.S.\$200,000,000

J.P. Morgan & Co. Incorporated

Floating Rate Subordinated
Capital Notes Due December 1997

For the three months 19 December, 1985 to 19 March, 1986 the Notes will carry an interest rate of 7 3/8% per annum.

Interest payable on the relevant interest payment date, 19 March, 1986 will amount to U.S.\$194.91 per U.S.\$10,000 Note and U.S.\$4,921.91 per U.S.\$50,000 Note.

By: CITIBANK, N.A., London
Agent Bank

INSURANCE

Disclosure of
commissions
splits the market

BY ERIC SHORT

WHEN AN investor buys a life or pension contract from an independent intermediary, he does not know, in the inadequately regulated life assurance market, how much commission the intermediary receives on the sale or whether his advice given may have been influenced by the amount of commission received.

Only registered insurance brokers are required to disclose commissions, and then only if the information is requested by clients.

This will change when the financial services legislation comes into effect, disclosure being one of its main themes for protecting investors.

Recently the Marketing of Investments Board Organising Committee, which at present handles the development of regulation of marketing aspects of investor protection, issued its proposals for disclosure of life assurance and unit trust commission payments.

The basic objective of disclosure, according to Miboc, is not to control commission payments, but rather to ensure that there is no commission bias in the advice and recommendations by independent intermediaries.

The Miboc proposals envisage two classes of sales staff—company representatives and independent intermediaries.

Company representatives would not be required to disclose payments. They would be required to make it clear to clients that they were selling the products of one company and thus the question of recommending other companies' products would not arise.

When sales are made by an independent intermediary the life company involved would be required to tell the investor how much commission the intermediary is to receive.

Miboc assumes that there will be an industry-wide commission agreement laying down maximum scales of commission with which the vast majority of life companies will comply.

In this case there is no commission bias in the advice given, but to make complete sure Miboc is proposing to ban override commission payments for large volume business and benefits in kind—possibly sub-

ject to minor exemptions such as presents of golf balls at Christmas.

Where an intermediary sells the contracts of a life company operating under an industry-wide agreement, only a restricted form of disclosure would be needed, stating that the life company was a member of the agreement and that copies of the commission scales would be supplied on request.

Where the intermediary sold the products of a life company outside the agreement, full disclosure would be required stating how much the intermediary was receiving in the first year and how much in subsequent years.

The disclosure letter would then point out that this varied from maximum commission laid down under the agreement, with these amounts being specified.

Such full disclosure would be required even if the life company was paying the standard commission rate or less.

The objective of the full disclosure is to highlight the amount of bias.

The majority of life companies, particularly the established ones which for many years operated under a voluntary agreement, have welcomed the proposals, at least in principle.

The new linked life companies—members of the Linked Life Assurance Group—are bitterly opposed.

The proposals as they stand will virtually force complete acceptance of the commission agreement by life companies.

Few intermediaries are likely to reveal the actual amount of commission paid—something that sends shivers through all insurance intermediaries.

Linked Life group has proposed a standard industry code of commissions under which intermediaries would disclose the amount of departure from the scale. However, the Miboc documents discuss and demolish this argument.

The only disappointment in these proposals is that the investor could still be paying too much for his life assurance.

BUILDING CONTRACTS

Road works for Galliford

GALLIFORD has won £14m worth of contracts. Galliford and Sons, the major contracting subsidiary, heads the table with over £6m awarded. These are the Western Distributor Road Stage II for Leicestershire County Council; the Black Country Route, Keyway to Owen Road and the Small Heath Bypass for the West Midlands County Council; the Windsor Street Rehabilitation Stage 1, phase 2 for the City of Salford; and foul and surface water works for the Warrington and Runcora Development Corporation. The largest private sector contract was for Edgar Vaughan at Traf-

ford Park. Kottler & Heron £3.5m and included the Northern Hall Bridge repairs for South Yorkshire County Council; two contracts for the Anglian Water Authority—one for the Cambridge division at Cotton Valley sewage treatment works and the other for the Oundle division at the Irthlingborough Reservoir. The largest contribution was from the Richmond Water Company for the construction of a reinforced concrete box reservoir at Cholesbury. Galliford has quoted successfully for various building works throughout the Midlands total-

Refurbishment in Hammersmith

An £8m contract to refurbish and extend an office building on the M4 motorway in London has been awarded to TAYLOR WOODROW CONSTRUCTION. The order has been placed by the Hammersmith House Partnership for extensive works on Hammersmith House—formerly BOC offices—in Hammersmith Bridge Road, to provide 8,300 sq metres of lettable office space. Work is due for completion in October 1986.

Structural alterations include the removal and replacement of beams and extending the floor slabs to fix new curtain walling. The new tower will be a structural steel frame on piled foundations with precast concrete floor slabs, tied to the existing structure, and clad in curtain walling. Roof coverings will be removed and replaced with asphalt coverings, insulation slabs and gravel topping. The new external cladding will be a combination of double glazed curtain walling on all main

Norwest Holst to build
Manchester Airport hotel

NORWEST HOLST is building a £4.6m Ladbroke Hotel which will be the nearest hotel to the main terminal building and only the second serving the Manchester Airport complex. The 167 bedrooms are in a five-storey block which includes a leisure complex with a swimming pool, children's

Improvement
work for
Fairclough

Three home-improvement schemes jointly worth over £2.1m have been awarded by FAIRCLOUGH BUILDING in London. The largest, from the Greater London Council, entails upgrading the communal areas and provision of security in the 20-storey Selworthy and Sparkford Houses on the Somerset Estate in Wandsworth. The work includes the construction of new flats, estate offices, improved refuse facilities, stores and drying rooms, together with the installation of an audio entry system, enhanced lighting and fire control systems. On the Beaver Estate in Hounslow, Fairclough is constructing pitched roofs on the flat roofs of six blocks of flats, houses and maisonettes.

Upgrading obstetric hospital

WALTER LAWRENCE (CITY) has started on behalf of the Bloomsbury Health Authority, a £2m refurbishment of the University College Obstetric Hospital and the Darbyshire Home. The hospital is situated at the junction of Hurler St and University St, WC1C. The work consists of the alteration and refurbishment of the basement and first to fifth floors of the Darbyshire Home, the second, third and fourth floors of the Obstetric Hospital; the replacement of the existing passenger

lift with a bed lift; the extension of the South Wing and North Wing fire escapes and improvements to the facade of the Darbyshire Home including replacement windows and curtain walling. The work includes the installation of new electrical services in the Darbyshire Home and the upgrading of services in the hospital. New ramp connections between the two buildings will be constructed at various levels. Completion is expected in July 1986.

Rush & Tompkins busy in
the home counties

RUSH & TOMPKINS has won eight construction contracts in the south-east totalling £11m. Largest, worth £2.87m, is with the Territorial Army and Volunteer Reserve for the refurbishment and new buildings at Watling Street, Bexleyheath, Kent. The work has started at Bexleyheath and includes the refurbishment of Territorial Army Centre for completion in January 1987. The main building, quartermaster's building and garage block will be refurbished. The new buildings will have a total floor area of 32,500 sq ft. They include a regimental headquarters block, cadets' mess block of precast concrete beam and column construction and a steel frame garages block together with associated external works.

BUSINESSMAN'S DIARY
UK TRADE FAIRS AND EXHIBITIONS

January 1-12	London International Boat Show (0882 54511)	Earls Court
January 9-11	Holiday and Travel Fair (021-790 4171)	NEC, Birmingham
January 11-16	Harrogate International Toy Fair (01423 6553)	Harrogate
January 12-16	International Light Show (06894 658)	Olympia
January 13-16	Amusement Trades Exhibition (01228 4197)	Olympia
January 14-17	Which Computer? Show (01-591 5051)	NEC, Birmingham
January 14-19	Ideal Home Exhibition (0202 294275)	Brighton
January 15-22	Stationery Industry Exhibition—	
January 6-9	International Hotel and Catering Industries Trade Fair—	
January 14-19	BORECAVA (01-457 2178)	Amsterdam
January 7-9	Computers, Communications and Business Equipment Exhibition—	
January 9-14	INFO / SOUTHWEST (01-591 5051)	Dallas
January 9-14	International Lighting Show (01-439 3964)	Paris
January 11-19	International Caravan, Motor and	
January 12-14	Tourism Exhibition—CMT (01-235 0911)	Stuttgart
January 14-19	International Furniture Show (01-812 7251)	Cologne
January 15-18	Asian Aerospace Exhibition (01-591 5051)	Singapore
January 22-28	International Pollution Monitoring and Control Exhibition and Conference—ENVIROTECH (01-221 2043)	Bombay
January 24-27	Duty Free Exhibition (01-442 7888)	Dubai

FINANCIAL DIARY FOR THE WEEK

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interim or final. The sub-divisions shown below are based mainly on last year's timescale.

COMPANY MEETINGS	United Kingdom	Overseas
Monday 23	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Tuesday 24	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Wednesday 25	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Thursday 26	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Friday 27	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Saturday 28	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Sunday 29	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Monday 30	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)
Tuesday 31	British Overseas Airways Corp. (01-494 7716)	British Overseas Airways Corp. (01-494 7716)

MARINE MIDLAND
BANK N.A.U.S.\$125,000,000 Floating Rate
Subordinated Capital Notes
Due 1996

For the three months 19th December, 1985 to 19th March, 1986 the notes will carry an interest rate of 8 1/4% per annum with a coupon amount of U.S.\$201.56 per U.S.\$10,000 note and U.S.\$1,007.81 per U.S.\$50,000 note. The relevant interest payment date will be 19th March, 1986.

Listed on the London Stock Exchange
By Bankers Trust Company, Agent Bank

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American West

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Closing prices, December 20

Continued on Page 31

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NYSE COMPOSITE CLOSING PRICES

[illegible]

AMEX COMPOSITE CLOSING PRICES Closing prices December 20

Closing prices

Stock	Dir	P/E	52 Wk High	Low	Close	Change	Stock	Dir	P/E	52 Wk High	Low	Close	Change	Stock	Dir	P/E	52 Wk High	Low	Close	Change	Stock	Dir	P/E	52 Wk High	Low	Close	Change
Acad		308	13	11	11	1/4	D	D						Impr		43	43	4	4	1/4	Rost	A	142	48	47	4	1/4
Adm	16	17	27	26	26	1/4	D	D						Impr	54	20	36	35	35	3/4	Realt	A	10	10	10	6	1/4
Asenc		98	4	3	3	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc	69	23	101	101	101	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		8	8	8	8	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		120	175	175	175	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		21	21	21	21	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		44	44	44	44	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		152	152	152	152	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		56	56	56	56	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		15	15	15	15	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		246	246	246	246	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		178	178	178	178	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		29	29	29	29	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		90	90	90	90	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		242	242	242	242	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		51	51	51	51	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		242	242	242	242	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		703	703	703	703	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		35	35	35	35	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
Asenc		118	118	118	118	1/4	D	D						Impr							Realt	A	10	10	10	6	1/4
BAT	10	106	6186	47	47	1/4	B	B						MCD	10	15	32	32	32	1/4	TIE		2822	6	6	1/4	1/4
Bat		119	119	119	119	1/4	B	B						MCD							TIE		2822	6	6	1/4	1/4
Bat		375	375	375	375	1/4	B	B						MCD							TIE		2822	6	6	1/4	1/4
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OVER-THE-COUNTER *Nasdaq national market, closing prices, December 26*[illegible]

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Banks review dollar policy

BY COLIN MILLHAM

Currency trading was quiet, but rather nervous ahead of the end of the year. Attention centred around the dollar and Friday's flash estimate of US fourth quarter Gross National Product growth, but this turned out to be very confusing and had little direct impact on the foreign exchanges. Fourth quarter growth, according to the estimate, was 3.2 per cent. This was within the region of most estimates, but may have been distorted by changes in the data base. Consumption was down and growth seemed based on stockpiling and Government spending.

At the same time the overall picture presented a view of a sluggish economy. Third quarter growth was revised down to 3 per cent from 4.3 per cent, and in the second quarter to 1 per cent from 1.9 per cent. Some economists had been looking for a growth figure of no more than 2 per cent for the fourth quarter, after a sharp fall in US retail sales. Car sales have been particularly depressed after the end of incentive schemes to shift large stocks in September.

Early in the week it was announced that November US housing starts fell by 12.2 per cent

£ IN NEW YORK

	Dec. 20	Prev. close
Spot	91.4200-1.4200	91.4200-1.4200
1 month	0.43 0.41pm 0.43 0.44pm	
3 months	1.20 1.20pm 1.31 1.25pm	
12 months	4.55 4.45pm 4.56 4.48pm	

Forward premiums and discounts apply to the U.S. dollar.

to 1.55m, while US M1 money supply in the week to December 9 fell 83.2bn to \$623bn.

In general this seemed to be encouraging news for those expecting a cut in the Federal Reserve's discount rate.

On the other hand the dollar gained some support from a forecast of lower West German trade surpluses in 1986, according to a Bundesbank report. Domestic demand is sucking in more imports. In November Germany's current account surplus narrowed to DM 4.7bn, from DM 6.2bn in October, while the trade surplus fell to DM 7bn, from DM 8.7bn.

Apart from the damage to the German trade position from a further fall in the value of the dollar, the authorities in Bonn also seemed concerned that the flow out of the US currency into the D-mark will cause embarrass-

ing strains within the European Monetary System. The Bank of France has probably intervened from time to time to keep the French franc in line with the D-mark and Germany seems reluctant to be accused of political bias ahead of next year's French elections, by allowing the D-mark to rise so far that devaluation of the franc becomes inevitable.

The Japanese authorities also gave the impression of wanting to prevent a further fall of the dollar against the yen. Mr Satoshi Sumita, governor of the Bank of Japan, said last week that short-term interest rates would no longer be kept high to push up the value of the Japanese currency.

Although the latest economic evidence from the US continues to point to a weaker dollar, the importers in Germany and Japan seem to be that the aims of the Group of Five finance ministers meeting in late September have been largely met and that any further decline by the dollar will be much more gradual. Central banks have shown their willingness to intervene if the dollar starts to appreciate, but also appear increasingly content with levels of around DM 2.50 and ¥200 for the US currency.

CURRENCY MOVEMENTS

Dec. 20	Bank of England	Morgan Guaranty
Sterling	78.1	-1.2
U.S. dollar	127.4	-1.3
Canadian dollar	81.2	-1.1
Australian dollar	121.1	+0.6
Belgian franc	92.4	-0.4
Danish krone	83.3	-2.5
Deutsche mark	125.7	+1.5
Swiss franc	150.7	+1.2
Guilder	120.4	+0.9
French franc	120.4	+0.9
Lira	44.9	-1.7
Yen	177.2	+2.5

Morgan Guaranty changes average 1980-1982=100. Bank of England Index (base average 1975=100).

OTHER CURRENCIES

Dec. 20	Bank of England	Morgan Guaranty
Argentine	1.1392	1.1415
Australia	1.0810	1.0850
Canada	1.0810	1.0850
Denmark	1.0810	1.0850
France	1.0810	1.0850
Germany	1.0810	1.0850
Italy	1.0810	1.0850
Japan	1.0810	1.0850
Netherlands	1.0810	1.0850
Spain	1.0810	1.0850
Sweden	1.0810	1.0850
Switzerland	1.0810	1.0850
UK	1.0810	1.0850
USA	1.0810	1.0850

* Selling rate.

CURRENCY RATES

Dec. 20	Bank of England	Morgan Guaranty
Argentine	1.1392	1.1415
Australia	1.0810	1.0850
Canada	1.0810	1.0850
Denmark	1.0810	1.0850
France	1.0810	1.0850
Germany	1.0810	1.0850
Italy	1.0810	1.0850
Japan	1.0810	1.0850
Netherlands	1.0810	1.0850
Spain	1.0810	1.0850
Sweden	1.0810	1.0850
Switzerland	1.0810	1.0850
UK	1.0810	1.0850
USA	1.0810	1.0850

* Selling rate.

POUND SPOT - FORWARD AGAINST POUND

Dec. 20	Day's spread	Close	One month	Three months	One year
US	1.4200-1.4200	1.4200-1.4200	0.41-0.38	0.38-0.35	0.35-0.32
Canada	1.0810-1.0810	1.0810-1.0810	0.04-0.03	0.03-0.02	0.02-0.01
Netherlands	4.02-4.05	4.03-4.04	0.04-0.03	0.03-0.02	0.02-0.01
Belgium	72.94-73.38	73.25-73.38	0.04-0.03	0.03-0.02	0.02-0.01
Denmark	12.87-13.12	13.00-13.09	0.04-0.03	0.03-0.02	0.02-0.01
Ireland	1.6281-1.7170	1.6991-1.7006	0.04-0.03	0.03-0.02	0.02-0.01
W. Ger	3.5686-3.5686	3.5745-3.5755	0.04-0.03	0.03-0.02	0.02-0.01
Portugal	226.80-230.17	227.40-230.17	0.04-0.03	0.03-0.02	0.02-0.01
Spain	225.25-223.90	225.00-223.90	0.04-0.03	0.03-0.02	0.02-0.01
Italy	265.10-265.10	265.10-265.10	0.04-0.03	0.03-0.02	0.02-0.01
Norway	10.91-10.97	10.95-10.97	0.04-0.03	0.03-0.02	0.02-0.01
France	10.94-11.02	10.95-11.02	0.04-0.03	0.03-0.02	0.02-0.01
Sweden	10.92-10.93	10.95-10.93	0.04-0.03	0.03-0.02	0.02-0.01
Japan	267.20-267.20	267.20-267.20	0.04-0.03	0.03-0.02	0.02-0.01
Austria	25.00-25.25	25.17-25.25	0.04-0.03	0.03-0.02	0.02-0.01
Switzerland	2.03-2.07	2.04-2.07	0.04-0.03	0.03-0.02	0.02-0.01

Belgian rate is for convertible francs. Financial Franc 75-75.65. Six-month forward dollar 2.55-2.50 pm. 12-month 4.80-4.45 pm.

Forward rates against sterling

Dec. 20	Spot	1 month	3 months	6 months	12 months
D-Mark	3.7500	3.7500	3.7500	3.7500	3.7500
French Franc	10.9500	11.0400	11.0500	11.0500	11.0500
Swiss Franc	2.0000	2.0000	2.0000	2.0000	2.0000
Japanese Yen	268.50	267.50	265.69	261.88	275.54

EMS EUROPEAN CURRENCY UNIT RATES

Dec. 20	Dec. 20 change	Dec. 20 change	Dec. 20 change	Dec. 20 change	Dec. 20 change
Belgian Franc	44.8320	44.8320	-0.32	+1.09	-1.8255
Danish Krone	8.12857	7.99118	-2.18	-0.77	-1.4241
German D-Mark	2.22490	2.22490	-0.01	-0.01	-0.01
French Franc	6.56402	6.77119	-2.23	-0.82	-1.2654
Dutch Guilder	2.22208	2.24430	-2.23	-0.88	-1.5162
Irish Punt	0.72478	0.72478	-0.14	-0.14	-0.14
Italian Lira	1520.60	1493.02	-1.81	-1.26	-4.0958

Changes are for Ecu, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

MONEY MARKETS

London rates higher

Interest rates were slightly higher on the London money market last week, as sterling continued to suffer from nervousness about oil prices. Three-month interbank rose to 11 1/4 per cent from 11 1/8 per cent, but there was no sign of concern about a possible rise in clearing bank base rates. In quiet pre-Christmas trading it was generally felt that any hope of a cut in base rates had been postponed well into next year.

Nervousness about the dollar and demand for the Deutsche Mark caused problems for the weaker member of the EMS. The Belgian National Bank raised its bank rate to 9 1/2 per cent from 9 1/8 per cent on Friday. The rate for ordinary advances was increased to 10 1/2 per cent from 9 1/2 per cent.

UK clearing banks base clearing rate 11 1/4 per cent since July 30

per cent. The rise in rates followed an increase in Treasury certificate rates, and came as the result of pressure on the Belgian franc within the European Monetary System.

Also on Friday the German Bundesbank added DM 7bn liquidity to the banking system, as call money rose to 5 per cent from 4.55 per cent in Frankfurt. Heavy tax payments by corporations drained liquidity, and this may have moved the authorities to offer call money at 4 1/2 per cent via the state-owned Federal Railways Bank. Money was also

WEEKLY CHANGE IN WORLD INTEREST RATES

Dec. 20	Dec. 20 change	Dec. 20 change	Dec. 20 change	Dec. 20 change	Dec. 20 change
LONDON					
Base rates	11 1/4	Unch'd	9 1/2	Unch'd	11 1/4
7 day interbank	11 1/4	Unch'd	7 3/4	Unch'd	11 1/4
3 month interbank	11 1/4	Unch'd	7 3/4	Unch'd	11 1/4
Treasury Bill Tender	11.1807	+0.0224	6 Mth. Treasury Bills	7.47	+0.17
Bank 3 Bills	11 1/4	Unch'd	3 Mth. C.D	7.80	+0.10
Bank 5 Bills	11 1/4	Unch'd	FRANKFURT		
Bank 3 Bills	11 1/4	Unch'd	One Mth. Interbank	5.5	Unch'd
3 Mth. Treasury Bills	11 1/4	Unch'd	Three month	4.85	Unch'd
1 Mth. Bank Bills	11 1/4	Unch'd	Three month	4.80	Unch'd
3 Mth. Bank Bills	11 1/4	Unch'd			
TOKYO			PARIS		
One month bills	8.08375	-0.25	One Mth. Interbank	9 1/4	Unch'd
Three month bills	7.04875	-0.215	Three month	9 1/4	Unch'd
BRUSSELS			MILAN		
One month	9 1/4	+1 1/4	One month	15 1/2	+ 1/4
Three month	9 1/4	+1 1/4	Three month	15 1/2	+ 1/4
AMSTERDAM			DUBLIN		
One month	9 1/4	- 1/4	One month	10 1/4	- 1/4
Three month	9 1/4	- 1/4	Three month	12 1/4	+ 1/4

London-Bank 3 bills mature in 14 days, bank 2 bills 18 to 33 days, bank 2 bills 36 to 63 days, bank 5 bills 64 to 91 days. Rates are for London Bank of England buying or selling rates with the money market. In other centres rates are generally deposit rates in the domestic money market and their respective changes during the week.

MONEY RATES

Dec. 20	Over night	One month	Two months	Three months	Six months	London
Frankfurt	4.95-5.1	4.75-4.90	4.75-4.90	4.75-4.90	4.75-4.90	5.6
Paris	9 1/4	8 1/4	8 1/4	8 1/4	8 1/4	8 1/4
Zurich	6 1/4	6 1/4	6 1/4	6 1/4	6 1/4	6 1/4
Amsterdam	6 1/4	6 1/4	6 1/4	6 1/4	6 1/4	6 1/4
Tokyo	7.84375	8.08375	7.90625	7.90625	7.90625	7.90625
Milan	14 1/2	15 1/2	14 1/2	14 1/2	14 1/2	14 1/2
Brussels	5.5	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4
Dublin	8 1/4	10 1/4	11 1/4	11 1/4	12 1/4	12 1/4

FINANCIAL FUTURES

FOUR-3 (FOREIGN EXCHANGE)

Dec. 20	Dec. 20	Dec. 20	Dec. 20	Dec. 20	Dec. 20
1.4245	1.4200	1.4117	1.3995	1.3795	
1.4245	1.4200	1.4117	1.3995	1.3795	
1.4245	1.4200	1.4117	1.3995	1.3795	
1.4245	1.4200	1.4117	1.3995	1.3795	
1.4245	1.4200	1.4117	1.3995	1.3795	

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